

**Job title:** Chief Registrar

**Band:** MS04 -MS08 (National Payscale)

**Department:** Acute Medicine

**Division:** Unplanned Care



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# Letter from Adam Sewell Jones, Chief Executive

Thank you for expressing an interest in working here at East and North Hertfordshire NHS Trust.

East and North Hertfordshire NHS Trust is a very special organisation. Our teams are amazing, and this was demonstrated even more so during the unprecedented challenges brought about by the Covid-19 pandemic. Our ability to be flexible and innovative in the way in which we work and deliver our services to our catchment has never been more important than it is now.

We are a large acute Trust which operates across four sites; acute services are offered at the Lister Hospital; specialist cancer services at the Mount Vernon Cancer Centre (MVCC); and non-acute services offered at the New QEII and Hertford County hospitals. We underwent an extensive £150m reconfiguration some years ago which saw all inpatient and complex services centralised at the Lister Hospital in Stevenage.

We are an organisation with a strong culture of positive values and our ambition is to provide high-quality, compassionate care to our community in all that we do, including patient experience, clinical outcomes, patient safety and financial sustainability.

We have many great people working for us doing all sorts of roles, ranging from porters to doctors, from administrators to nurses, and everything in between. But we all share one vision – we put our patients at the heart of everything we do.

We have recently partnered with the world-renowned Virginia Mason Institute in an exciting 3-year programme to create and embed a quality management system – our ENH Production System. Drawing on years of quality improvement and culture change experience, the ENH Production System will equip our teams to identify areas for improvement, make changes and measure impact – all with the patient at the centre.

If you decide to apply, you will be joining us at an incredibly exciting time as we continue on our transformation journey. I hope very much, that after reading this pack, you will want to join us on that journey.

I wish you the best of luck in your application.



**Adam Sewell-Jones**  
Chief Executive

# Advert

An exciting opportunity has arisen for an enthusiastic and motivated trainee physician (ST4 or above) with an interest in leadership and management to join East and North Hertfordshire NHS Trust as chief registrar in General Medicine (aligned with your parent specialty). There is one 12 month fixed term vacancy to start 7<sup>th</sup> August 2024 or 4<sup>th</sup> September 2024.

The chief registrar role provides senior higher specialty trainees with the opportunity to develop valuable skills in leadership and management, and gives them a minimum of 40% protected time to put these skills into practice by developing initiatives that address local challenges. Chief registrars have a tangible impact on service improvement, workforce transformation, engagement and morale, and education and training, and work to deliver better outcomes for patients, colleagues and organisations.

Trainees benefit from a flexible training model that enables them to develop a portfolio of skills and experience that will benefit future consultant posts and leadership roles, and build a profile that marks them out as a future clinical leader.

The role suits trainees who:

- Are comfortable working in uncertain environments and across traditional boundaries
- Relish the opportunity to develop their own ideas and initiatives
- Are committed to and passionate about improving the NHS.

Chief registrars receive support locally from a mentor/supervisor (must be a senior clinical leader) within the organisation, and nationally from the bespoke leadership and management development programme provided by the RCP.

The RCP leadership and management development programme commences in August/September 2023 and will involve some travel. The RCP cannot reimburse travel and accommodation expenses.

Applications are open to trainee physicians:

- At ST4 or above
- Working full time or less-than-full-time
- With a national training number
- With full GMC registration.

This is a fixed-term role for minimum of 12 months. The role can be undertaken in programme or out of programme (training or experience).

Applications must be discussed with the educational supervisor and training programme director (TPD), and permission to apply must be granted by the TPD.

## To arrange an informal visit, please contact:

<b>Consultant for Acute Medicine, Dr Pratik Solanki</b>	<b>Pratik.solanki@nhs.net</b>	<b>Via Lister Hospital switchboard, 01438 314333</b>
<b>Recruitment Advisor, Charlene Mann</b>	<b>Charlene.mann1@nhs.net</b>	<b>01438 286512</b>

Please ensure to supply the names and addresses of referees. This must cover a period of 3 years with no gaps, one of whom must be your current employer.

**This post may close earlier than the expected closing date stated if enough applications are received.**

**Interview Date: TBC**

# Benefits

As a Trust employee, you can access a range of financial and non-financial benefits to support our staff in all aspects of their life.

## Wellbeing:

- Get confidential advice and support on personal, work, family and relationship issues, 24/7, from our Employee Assistance Programme
- Offers and discounts at local gyms
- In-house Health at Work service with advice line and self-referral facility for staff as well as signposting and access to other support, such as weight management clinics and physiotherapy
- On site workplace pharmacy at Lister offering a minor ailment service, flu vaccinations, travel clinic, sexual health, smoking cessation and health check services
- Opportunity to discuss ideas, problems or concerns easily and anonymously with our Speak in Confidence service

## Travel:

- Save up to 30% on a new bicycle through our Cycle to Work scheme
- Reduced staff car parking costs through our Car Sharing scheme
- Discounts on local buses and trains
- Competitive rates through our car lease scheme
- Inter-site transport minibus which includes shuttle to Stevenage Railway Station

## Work/Life Balance:

- Pursue different interests with the security of employment on your return from your break of 3 months to 5 years with our Career Break scheme
- Generous annual leave with additional days awarded for long service
- A variety of different types of paid and unpaid leave covering emergency and planned leave, such as special leave/ emergency leave/carers leave, through our Special Leave policy
- A Retire and Return scheme, enabling you to draw your pension whilst continuing to work for us after a short break
- Options for flexible working to provide you with a healthy work/life balance such as part time working, term time only, compressed hours (subject to service requirements), and flexible work schedules

## Financial:

- Discounts on restaurants, getaways, shopping, motoring, finance through a variety of providers
- Access to the NHS Pension Scheme, providing generous benefits upon retirement, as well as a lump sum and pension for dependants

## Learning and Development

- Extensive range of learning and development opportunities, including coaching, for both clinical and non-clinical topics
- Access to our Grow Together scheme, ensuring that you have meaningful, quality conversations with your manager about what matters to you and your development
- We fully encourage our staff to develop to their full potential and are supportive of secondments, acting up opportunities and all learning and development activities.

## Other:

- Local and Trust wide staff award schemes where staff are nominated and recognised by their colleagues and peers for their hard work
- Assistance in relocating for some staff with our Relocation Policy

# Our vision, mission, and values

## Our vision is:

“To be trusted to provide consistently outstanding care and exemplary service”

## Our mission is:

Providing high-quality, compassionate care for our communities

## Our values are:



We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together



We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas and change



We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose

# Job description

<b>Job title:</b>	Chief Registrar
<b>Band:</b>	MS04 – MS08 (National Terms & Conditions)
<b>Department:</b>	Acute Medicine
<b>Base:</b>	Lister Hospital (You may be required to work on a permanent or temporary basis elsewhere within the Trust)
<b>Reporting, mentoring and educational supervision:</b>	<p>The chief registrar will ideally report to and be mentored by the medical director, a nominated deputy, or other senior clinical leader. The mentor role requires a minimum time commitment of monthly meetings with the chief registrar, and this commitment should be taken into account when nominating a suitable mentor.</p> <p>The chief registrar will also have a named educational supervisor for their role, who may or may not be the same as their clinical supervisor. There will be formal educational oversight of the role, with an induction, educational agreement, personal development plan and regular appraisals.</p>

## Job summary:

The chief registrar role is a senior leadership and management role for higher specialty trainee doctors. The role allows a minimum of 40% protected time to develop and implement local initiatives focusing on, for example, service improvement, workforce transformation, engagement and morale, and education and training.

Chief registrars benefit from access to a bespoke leadership and management development programme provided by the RCP, which commences in August/September 2024.

## Key working relationships:

Senior and junior colleagues within acute medicine

Acute medicine management team

ED

In-reaching medical specialties

## Main responsibilities:

- Providing a 'bridge' between the junior doctor workforce, senior clinical leaders and managerial staff to improve engagement.
- Quality Improvement (QI) and service development/redesign to improve outcomes for patients, for example co-ordination of medical care.
- Planning, developing and improving the quality of education and training activities, and supporting/motivating other trainees.
- Involvement in workforce planning and transformation, and the deployment of medical staff and allied health professionals to meet healthcare challenges.
- Working across teams and boundaries to engage stakeholders and influence change.

There is significant autonomy for individual chief registrars to use their leadership and management skills to address a wide variety of challenges faced by their organisations. The [chief registrar 2022/23 yearbook](#) outlines some of the initiatives undertaken by previous chief registrars.

All such activities should have patient safety and the delivery of high quality, safe, compassionate care at their core, and reflect the principles and recommendations of the 2013 Future Hospital Commission report, [Future Hospital: Caring for medical patients](#).

# Terms and Conditions

This post is governed by the Trust's terms and conditions of service for Clinical Fellows, as amended from time-to-time by local agreements.

## Salary

The pay scale is currently £43,923 - £55,329 Chief Registrar.

## Pension

NHS contributory pension scheme.

## Residence

The appointee will be required to attend site to meet the commitments of their rota.

## Relocation

To be agreed in accordance with the Trust's policy.

## Trust Policies and Procedures

The post holder will be subject to locally agreed Trust policies including disciplinary and grievance procedures.

## Employment Checks

The appointment is subject to satisfactory pre-employment checks including right to work, identity, references, professional registration, DBS, qualifications and health clearance.

## Study Leave

Study Leave will be granted in accordance with the Trust's policy.

# Training and Education

The Medical Education Board oversees education and training in the Trust and official communication with the Local Education and Training Boards and Colleges. The team members are as follows:

Chair and Director of Medical Education	Kavita Chawla
Locally Employed Doctors Tutor	Gunjan Jain
Undergraduate Tutors	Sagen Zac-Varghese
SAS Tutor	Farrukh Sheikh
Medical and Dental Education Manager	Jane Reiners
Foundation Training Programme Directors	Jalini Joharatnam, Spencer Ellis
Royal College of Medicine Tutors	Manivannan Srinivasan, Rachel Quail
Library and Information Services Manager	Isatou N'jie

The Trust has 356 training posts and there are active education centres run by the clinical tutors at Lister and Mount Vernon Hospitals. We have very close links with Cambridge University Hospitals, UCLH, Royal Free London and Imperial College School of Medicine (Charing Cross, Chelsea and Westminster, St Mary's, and Hammersmith Hospitals) in respect of foundation posts, the teaching of medical students and rotational training posts. All consultants are required to contribute to the hospital's education programmes for junior medical staff. The medical libraries service provides collections of books and journals with access to a range of online resources accessible via NHS Athens accounts (at work or home). Electronic resources include healthcare databases, journals, and books. In addition, the libraries provide quiet study space, computers, and training rooms with experienced library staff.

# Equality, Diversity, and Inclusion

## Herts and West Essex ICB Joint Statement on Equality, Diversity, and Inclusion

The organisations that make up Herts and West Essex Integrated Care Board believe that fairness for people is fundamental to providing good care. We want to ensure that those who work with us and for us share this core value.

We are committed to equality, diversity and inclusion for all job applicants, staff, patients, and the wider community. We are continuing to develop the strength of our inclusive approach and creating a workforce that represents the diverse communities we serve is an important part of this.

We are committed to working collaboratively to develop and embed inclusive practices into every part of our system. We want to develop a sustainable culture of inclusivity that will benefit the people in our communities and our workforce.

We have agreed to:

- Work together to learn, celebrate, and embrace diversity, end unfairness and discrimination, and embed these changes into our everyday work
- Strive towards being an exemplar group of organisations for equality, diversity, inclusion, fairness and belonging
- Commit to value all people and promote a culture of zero tolerance to all kinds of harassment, bullying and discrimination in the workplace
- Pro-actively champion national and local policies and initiatives to address health and workforce inequalities
- Work in partnership with other professional, health and social care organisations, trade union and voluntary sector organisations to embed these principles

Each organisation with the ICB has agreed to include this statement on their job descriptions so that staff and job applicants are aware of this commitment. You are expected to be supportive of these principles and to demonstrate this in everything you do at work regardless of your role. You are required to always demonstrate behaviours which support this commitment.

## Supplementary Information

This job description is neither exclusive nor exhaustive and the duties and responsibilities may vary from time to time in the lights of changing circumstances and in consultation with the job holder.

### Confidentiality:

Each of us have a personable responsibility and liability under the Data Protection Act 2018 around the confidential nature of our jobs. Details of a confidential nature, including information relating to patients or staff, must not under any circumstances be divulged to any unauthorized person. Breaches in confidence will result in disciplinary action, which may result in dismissal. In exceptional circumstances this could result in a prosecution for an offence or action for civil damages under the Data Protection Act 2018.

### Health and Safety:

You must take reasonable care of your own health and safety and that of other people who may be affected by acts of omission at work and to ensure that statutory regulations, policies, codes or practice and department safety rules are adhered to.

## **Sustainable Development:**

We recognise the need for a sustainable development strategy that focuses on reducing carbon emissions. We do this through:

- Reducing environmental impact achieved by greener waste disposal and travel, energy, and water consumption
- Being a good community role model and supporter of the local economy
- Providing excellent value for money
- To reduce our carbon footprint, every single one of us must play a part in ensuring we are an environmentally responsible organisation. You recycle at home; we ask that you do the same simple things at work
- When you can, use public or inter-site transport, cycle between sites and claim for mileage
- Recycle all you can: paper, CDs, batteries – there are recycling stations throughout the Trust
- Always switch off lights, PCs, and other electrical appliances when not in use
- Don't waste water

## **Safeguarding:**

You must have regard to the need to safeguard and promote the welfare of children in line with the provisions of the Children Act 2004.

You must treat all patients with dignity and respect and ensure that vulnerable adults are safeguarded from abuse and neglect within the provisions of the Hertfordshire Safeguarding Adults from Abuse Procedure.

## **Infection Control:**

You are expected to take individual responsibility to ensure working practice is safe.

## **Continuous Improvement**

As part of our commitment to continuous improvement, we want to ensure that our culture and ways of working reflect and embed the philosophy and methodologies of our East and North Hertfordshire Production System (ENHPS). As a result, you may be invited to attend and complete relevant training and Kaizen (continuous improvement) events to support this commitment. Full attendance and completion of identified courses will be considered mandatory for this post.

## **Maintaining Medical Excellence:**

The Trust is committed to providing safe and effective care for patients, The Trust's medical staff are expected to practice in accordance with the *GMC Good Medical Practice Guidance* and to promote and adhere to the Trust's policies and procedures.

Medical staff practising in the Trust should ensure that they are familiar with the *GMC Good Medical Practice Guidance* and the Trust policies relating to *Raising Concerns* and *Conduct, Performance and Ill-Health Procedures for Medical and Dental Staff* to ensure that they are able to identify circumstances that require action.

## **Emergency Circumstances:**

The appointee will undertake to perform additional duties for the occasional emergency and unforeseen circumstances. The post holder will undertake, exceptionally, to be available for such irregular commitments outside normal rostered duties as are essential for the continuity of patient care.

## **Review:**

These guidelines are provided to assist in the performance of the contract but are not a firm condition of the contract. This job description will be reviewed as necessary to meet the needs of the service, in consultation with the post holder.

# The post

<b>Title</b>	Chief Registrar
<b>Specialty</b>	Any General Medicine Speciality - to be discussed and agreed
<b>Summary of role</b>	The chief registrar role is a senior leadership and management role for higher specialty trainee doctors. The role allows a minimum of 40% protected time to develop and implement local initiatives focusing on, for example, service improvement, workforce transformation, engagement and morale, and education and training. Chief registrars benefit from access to a bespoke leadership and management development programme provided by the RCP, which commences in August/September 2024.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Providing a 'bridge' between the junior doctor workforce, senior clinical leaders and managerial staff to improve engagement.</li> <li>• Quality Improvement (QI) and service development/redesign to improve outcomes for patients, for example co-ordination of medical care.</li> <li>• Planning, developing and improving the quality of education and training activities, and supporting/motivating other trainees.</li> <li>• Involvement in workforce planning and transformation, and the deployment of medical staff and allied health professionals to meet healthcare challenges.</li> <li>• Working across teams and boundaries to engage stakeholders and influence change.</li> </ul> <p>There is significant autonomy for individual chief registrars to use their leadership and management skills to address a wide variety of challenges faced by their organisations. The <a href="#">chief registrar 2022/23 yearbook</a> outlines some of the initiatives undertaken by previous chief registrars.</p> <p>All such activities should have patient safety and the delivery of high quality, safe, compassionate care at their core, and reflect the principles and recommendations of the 2013 Future Hospital Commission report, <a href="#">Future Hospital: Caring for medical patients</a>.</p>
<b>Equality, Diversity, and Inclusion</b>	Demonstrate behaviours at all times which support the Trust's commitment to equality, diversity and inclusion as detailed in the Herts and West Essex Integrated Care System Joint Statement on Equality, Diversity, and Inclusion, so that our workplaces are free from harassment and/or unlawful discrimination and where diversity is actively valued and celebrated.
<b>Base (you may be required to work on a temporary basis elsewhere within the Trust)</b>	Lister Hospital
<b>Appointment type and appointment term (substantive/fixed term &amp; duration)</b>	Fixed Term
<b>No. posts available</b>	1.00
<b>Reporting, mentoring and educational supervision</b>	The chief registrar will ideally report to and be mentored by the medical director, a nominated deputy, or other senior clinical leader. The mentor role requires a minimum time commitment of monthly

meetings with the chief registrar, and this commitment should be taken into account when nominating a suitable mentor. The chief registrar will also have a named educational supervisor for their role, who may or may not be the same as their clinical supervisor. There will be formal educational oversight of the role, with an induction, educational agreement, personal development plan and regular appraisals.

## Post Duties

### Appointment

This will be by interview. The composition of the interview panel is to be decided locally, but should involve HEE representation (training programme director (TPD)/educational supervisor), senior medical manager, and ideally, a lay/patient representative.

Due diligence should be applied to equality and diversity.

### Training status

All candidates must hold a national training number and be enrolled in a medical specialty programme that ideally includes internal medicine (however enrolment on the RCP leadership and management development programme is not precluded if this is not the case).

The chief registrar role may be undertaken in programme or out of programme (training or experience), to be determined locally depending on individual training needs and local workforce requirements. Any necessary extension to certificate of completion of training (CCT) date is also negotiated and approved locally, with involvement of the head of school where appropriate. Approval of the relevant specialist advisory committee will be required for OOPT requests.

Trainees must discuss applications for chief registrar roles with their education supervisor and TPD in advance of applying. Permission to apply for the role must be obtained from the TPD.

The principle requirement of the GMC is that the chief registrar role should be undertaken at a site approved by the GMC for training in the applicants' specialty.

### Time commitment

This will be a minimum 12-month post, with a minimum 40% protected time for chief registrar role and 50 – 60% clinical practice.

Proposed timetable is subject to change upon negotiation from appointment.

	Mon	Tues	Wed	Thurs	Fri
AM	Leadership & Management	Leadership & Management	Ward round	Ward round	Ward round
PM	Leadership & Management	Leadership & Management	Clinic/Specialist interest + admin	Clinic + Admin	Ward round + Handover

Additional oncall contribution to the medical take at an equivalent of 60% LTFT.

Organisations may take different approaches to when chief registrar duties are carried out, depending on local circumstances, but it is vital that a minimum of 40% time is protected for chief registrar responsibilities.

**Enrolment on RCP development programme**

The RCP coordinates and funds a unique leadership and management development programme for chief registrars. Travel and accommodation expenses for attendance at development modules cannot be reimbursed by the RCP.

The RCP's leadership and management development programme currently comprises four educational modules delivered over the course of approximately 10 months, from September to June, plus additional introductory and showcase events. The 2023/24 development programme will commence in August/September 2023.

There are additional opportunities to attend lectures, events and roundtables, hear guest speakers from across the NHS, network with senior leaders, and present posters and oral presentations at RCP and related conferences.

# Person specification

Requirements	Essential	Desirable	Measure
<b>Qualifications / Training</b>			
Hold a current licence to practice from the General Medical Council	✓		Application Form
Hold a national training number and be enrolled in a medical specialty training programme that ideally includes internal medicine.	✓		Application Form
Should <b>not</b> hold CCT or be within 12 months of completion of training on intended start date.	✓		Application Form
Approval of TPD to apply.	✓		Interview
Evidence of satisfactory/more than satisfactory progress through training, including annual review of competence progression (ARCP) outcomes	✓		Application/Interview
Additional relevant degree (intercalated, masters or doctorate)		✓	Application Form
Up to date and fit to practice safely and aware of own training needs.	✓		Application Form
Evidences engagement with appraisal and revalidation.	✓		Interview
<b>Previous Experience</b>			
Should be ST4 or above.	✓		Application Form
NHS experience		✓	Application Form
<b>Skills</b>			
Competences in managing medical emergencies.	✓		Interview
Evidence of clinical competencies in their medical specialty appropriate for their stage in training.	✓		Interview
An appropriate knowledge base, and ability to apply sound clinical judgement to problems.	✓		Interview
Ability to prioritise clinical need.	✓		Interview
Ability to maximise safety and minimise risk.	✓		Interview
Ability to work without supervision where appropriate.	✓		Interview
Evidence of skills in the management of acute medical emergencies (e.g. ALERT, IMPACT certification, ALS instructor)		✓	Application Form

<b>Knowledge</b>			
Demonstrate understanding of basic principles of audit, evidence based practice and clinical quality improvement initiatives.	✓		<b>Application Form</b>
Comprehensive knowledge and insight regarding all the domains within the GMC standards of Good Medical Practice	✓		<b>Interview</b>
<b>Research</b>			
Understanding of research, including awareness of ethical issues	✓		<b>Interview</b>
Understanding of research methodology	✓		<b>Application Form</b>
Knowledge of evidence-based practice	✓		<b>Application/Interview</b>
Evidence of involvement in a formal research project		✓	<b>Application/Interview</b>
Evidence of relevant academic achievements, including publications/presentations		✓	<b>Application Form</b>
<b>Leadership and management</b>			
Evidence of team working and leadership, supported by multi-source feedback or workplace-based assessments	✓		<b>Interview</b>
Self-awareness, with knowledge of personal strengths and weaknesses, impact and areas for development	✓		<b>Interview</b>
Interest in and knowledge of the importance of leadership and management for clinicians	✓		<b>Interview</b>
Evidence of involvement in local management systems		✓	<b>Application Form</b>
Evidence of effective leadership in and outside medicine (e.g. evidence of leading innovations or improvements)		✓	<b>Interview</b>
Understanding of leadership theory and practice		✓	<b>Interview</b>
Understanding of NHS management and resources		✓	<b>Interview</b>
Understanding of the local and national context of the NHS, including economic and political influences		✓	<b>Interview</b>
<b>Quality/Service improvement or Audit</b>			
Understanding of clinical governance, including the basic principles of audit, clinical risk management, evidence-based practice, patient safety and quality improvement initiatives	✓		<b>Interview</b>

Evidence of active involvement in quality improvement, audit, research or other activity that focuses on patient safety and clinical improvement and innovation	✓		<b>Interview</b>
Interest in / knowledge of the delivery of safe, effective healthcare services	✓		<b>Interview</b>
Evidence of a portfolio of audit/quality improvement projects, including evidence that the audit loop has been closed and evidence of learning about the principles of change management		✓	<b>Interview</b>
Evidence of publications/presentations/prizes in quality improvement or audit		✓	<b>Application Form</b>
Good knowledge of the UK healthcare system, including education, research, service provision, regulation, career structures, medical politics and ethics.		✓	<b>Interview</b>
Clear insight into issues facing the UK healthcare services		✓	<b>Interview</b>
<b>Education and Teaching</b>			
Evidence of interest in and experience of teaching	✓		<b>Application Form</b>
Evidence of good feedback on teaching approaches	✓		<b>Interview</b>
Development of teaching programmes		✓	<b>Application Form</b>
Participation in teaching courses		✓	<b>Application Form</b>
Participation in degree or diploma courses in education		✓	<b>Application Form</b>
ALS/simulation instructor		✓	<b>Application Form</b>
<b>Other requirements</b>			
Demonstrates an interest and commitment to the specialty.	✓		<b>Application Form/ Interview</b>
Experience and evidence of engagement around the equality, diversity, and inclusion agenda. Able to actively support the development of a culture that recognises and promotes equality, values diversity, and actively leads by example in deploying these qualities. Understands the impact on equality, diversity, and inclusion issues in all aspects of service delivery and planning.	✓		<b>Interview</b>
Role model our Trust values every day	✓		<b>Interview</b>
Understands and can demonstrate the values of the NHS constitution	✓		<b>Interview</b>

# Clinical Governance

The Trust Board is responsible for approving the Trust strategy for clinical governance and for monitoring activities at both corporate and clinical team level. Individual clinical teams are ultimately responsible for the safe delivery of quality care locally and for reporting their activities and issues to the executive team during the quarterly review process.

To achieve this, the Trust needs:

- A programme for quality improvement guided by the Improving Patient Outcomes and Patient Experience strategies.
- Systems for clinical effectiveness and patient safety
- A learning culture.
- Intelligent monitoring, to make improvements and to learn from any errors (e.g., incidents, claims, complaints)
- Involvement of users to inform our decisions and business planning processes.
- Mechanisms for demonstrating the above in preparation for national inspections and routine reporting (e.g., annual reports, quarterly review process, Trust Development Authority, and the Care Quality Commission)
- Learning from good practices and sharing both within and outside the organisation

There is a regular monthly rolling half-day programme for directorates dedicated to clinical governance activity when all other elective commitments are cancelled.

The post-holder, along with other doctors, is required to undertake at least one clinical audit annually that evaluates aspects of their own practice.

The post-holder will also participate in the directorate's risk management activities. This will include regular reviews of adverse incidents, complaints, clinical negligence claims and education of junior staff.

## Other activities

### Research

The Trust has an active research programme, lying third of all Trusts within the East of England. The Trust already enjoys strong collaborative relationships with both the University of Hertfordshire and the Eastern Academic Health Science Network (eahsn). Research activity is broadly equally divided between the Mount Vernon cancer centre and the Lister/New QEII where the research focus concentrates particularly on renal, diabetes, cardiology and respiratory. The Trust is keen to foster research more widely within the organisation.

### Reservists

The Trust has an excellent relationship with the East of England Medical Regiment and is supportive of our employee's reservist commitments.