



CONFIDENTIAL ROLE SPECIFICATION

Whittington Health NHS Trust

Chief Nurse and Director of Allied Health Professionals



February 2022

Executive Search
and Talent Management

The MBS Group Ltd
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Welcome from Baroness Julia Neuberger, Chair

February 2022

I'm so pleased you are interested in finding out more about the Chief Nurse's role at Whittington Health. This candidate pack provides information about the job and the organisation as well as the application process. I hope it gives you all you need in order to decide whether to apply.

Whittington Health is a special organisation. We are here to serve the communities of Islington and Haringey, as well as other London boroughs including Barnet, Enfield, Camden and Hackney, and have long believed that joined-up, seamless, services which enable people to be cared for as close to their homes as possible, and in hospital only when necessary, lead to the best outcomes. We are proud to have been delivering integrated care services for a long time, and are committed to continuing at the forefront of integrated care, by innovating and developing our understanding of best practice, and by listening to those we serve and partner with, and being a collaborative partner.

At the heart of all our services are our dedicated staff. They have worked with great skill, heart, professionalism and dedication throughout the pandemic. We are determined that, as we plan for the future, Whittington Health will be an organisation in which they all feel they can thrive and build their careers. The Chief Nurse and Director of Allied Health Professionals has a particularly important, visible, leadership role in this context, working with over 2,000 of our most valued colleagues to understand the challenges they face daily, to support their development and career progression, and to enable them to deliver the best possible care. Across the organisation, we are committing to developing a more inclusive culture, and our new Chief Nurse will make a particularly important contribution to that collective work.

This is an exciting time for Whittington Health. As Integrated Care Systems (ICSs) are formally established across London, we are looking to work ever more closely with our NHS and local authority partners, building on the active role we already play within the shadow ICS and the Provider Alliance, and demonstrating daily the positive power of joined-up care and collaborative working. We are investing in improving priority services, and in building an inclusive culture. It is also an important time for Whittington Health's leadership: as we are joined by our new Chief Executive, we are also looking to welcome a new Chief Nurse and Director of Allied Health Professionals as our highly valued colleague, Michelle Johnson, steps back from the role. This is a wonderful opportunity for a leader who is wholly committed to integrated care, to work with exceptional colleagues, at a time when Whittington Health's contribution to its communities is more important than ever.

I wish you every success with your application.

Yours faithfully

Baroness Julia Neuberger
Chair, Whittington Health, and Vice Chair, North Central London Provider Alliance



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JOB SPECIFICATION

Position:	Chief Nurse and Director of Allied Health Professionals
Company:	Whittington Health NHS Trust
Location:	North Central London
Reporting Relationship:	Chief Executive
Website:	https://www.whittington.nhs.uk/

ORGANISATION BACKGROUND

Whittington Health helps local people to live longer and healthier lives by providing safe, personal and coordinated care to the communities we serve.

We provide both hospital and community care services to c.500,000 people living in Islington and Haringey, as well as other London boroughs including Barnet, Enfield, Camden and Hackney. As one organisation providing both acute and community services, we are known as an Integrated Care Organisation, and are proud to have been at the forefront of developing integrated care in London for many years.

We have an income of £395m, and over 4,400 colleagues deliver care through us across north London. We help train medical students (as part of UCL's Medical School), nurses, therapists, and clinicians and colleagues across a range of disciplines every year and, in parallel, make a significant contribution to clinical research. That workforce includes more than 1,000 nurses and midwives and more than 800 Allied Health Professionals, working across the hospital site and within our community teams. The Trust continually strives to broaden its research portfolio across the multi-disciplinary team, and actively supports and promotes research development and teaching.

Our priority is to provide the right care, at the right time, in the right place for our patients. From the Whittington Hospital, we provide a wide range of services, including A&E, maternity, diagnostic, therapy and care for older people, whilst also providing services for adults and children from 30+ community locations in Islington and Haringey. We also work closely with both the Royal Free Hospital and University College London Hospitals (UCLH), sharing clinical expertise and joining up pathways of care so that our patients get the care they need quickly, and with minimal disruption, and avoiding duplication.

As an Integrated Care Organisation, we bring high quality services closer to patients' homes and speed up communication between community and hospital services, improving our patients' experiences and the outcomes of their care. Key to our approach is partnering with patients, carers, GPs, social care, mental health and other healthcare providers, and local authorities. This has been even more important through the pandemic, and our experience of looking after patients and their families through COVID-19 has made us more committed than ever to the importance, and effectiveness, of integrated care.

It has also underlined the commitment and skill of our colleagues, and their kindness and dedication. Looking ahead, as we invest in improving our services and deepening our partnerships with the Royal Free and UCLH in particular, we are also determined to make Whittington Health an organisation in which everyone can thrive, be recognised for their unique contribution, and feel able to fulfil their potential. We know we have work to do to make this equally true across the whole organisation, and are committed to making that happen.

Whittington Health is a values-driven organisation and our values – Innovation, Compassion, Accountability, Respect and Excellence, all under-pinned by Equity – shape how we all think, behave and care for our patients and each other. Having appointed our first joint Directors of Race, Equality, Diversity & Inclusion, and with the arrival of a new Chief Executive, and a new Chief Nurse, later this

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year, this will also be a time of leadership change at Whittington Health. We welcome the opportunity that those appointments represent to recommit to our values, to deepen our work around equality, diversity and inclusion, and to ensure that Whittington Health has the leadership team to enable the whole organisation to have the greatest possible positive impact on the health and wellbeing of the communities we exist to serve.

Looking ahead, the Trust has begun work on a £12.5m capital investment programme, designed to improve the services we are able to offer in, in particular, the three areas in which we see the greatest local need in the future – services for women, for children, and for frail adults. We hope to develop this programme further. In parallel, there is important work to complete across the existing, PFI-funded, hospital building, and to develop further the “virtual wards” which we have begun to use well through the pandemic. As we develop strategies for all our services, we are mindful throughout of the expertise and skill of our neighbouring partners as well as within our own organisation, seeking to develop at Whittington Health only the services that are best provided by our Trust.

To find out more about Whittington Health and our strategy for the future please visit <https://www.whittington.nhs.uk/default.asp?c=21272>





THE ROLE

This is a wonderful opportunity to join the leadership team of an organisation that has been at the forefront of integrated care through the next stage of its development.

This is an important, exciting time for Whittington Health: patients' long-term health and wellbeing needs are increasingly clear and urgent, and London's Integrated Care Systems are establishing themselves formally in response, while COVID-19 continues to put people, and their health and care services, under pressure. Whittington Health's long-standing commitment to, and understanding of, integrated care will enable it to respond to these challenges with a values-driven response that keeps the organisation at the forefront of both integrated care and partnership working. In parallel, reflecting both its colleagues and communities, advancing equality, diversity and inclusion to reduce health inequalities and make Whittington Health truly an employer of choice is a critical strategic goal for the Trust.

The Chief Nurse and Director of Allied Health Professionals (AHPs) has a central leadership role across and beyond both these strategic priorities. Providing visible, motivating professional leadership to c.2,000 of Whittington Health's most valued colleagues, and leading across both community and acute services with equal priority, the Chief Nurse and Director of AHPs will lead a direct team of c.100 in the Nursing & Patient Experience Directorate, and be responsible for the delivery of high quality services through the nursing, midwifery and AHP populations within the Trust. They will also have an important leadership role in the development of Whittington Health's friendly, professional and inclusive working culture.

JOB DESCRIPTION

As a member of the Trust's Board and executive team, the Chief Nurse and Director of AHPs contributes fully to the strategic and corporate management of the integrated care Trust. The Chief Nurse will advise the Board on professional matters relating to Nursing, Midwifery and Allied Health Professionals (AHPs) and will provide professional leadership for these colleagues. The post-holder will also take the strategic lead for Nursing, Midwifery and AHPs' education and training, and across research for these key staff groups.

The Chief Nurse will have corporate leadership for all Governance issues, including the Care Quality Commission registration processes, working in close partnership with the Medical Director. The post-holder will lead the Trust's work to enhance patient experience as well as safeguarding children, young people and vulnerable adults. Through a team of five direct reports, they will lead a central team of c.100 colleagues and a budget of £15.6m. They also work closely with the five Associate Directors of Nursing / Midwifery within the organisation, who report directly to their own Directors of Operations but are key figures in nursing and AHP leadership across Whittington Health.

The Chief Nurse will be responsible for:

- Professional leadership and education, research and training of nursing, midwifery and allied health professionals;
- Quality Governance, working with the Medical Director, and Risk Management;
- Patient Engagement, Experience, Spiritual and Pastoral Care;
- Voluntary Services & Interpreting;
- Nursing Midwifery and AHP Strategy;
- Corporate Safeguarding Lead;
- Director of Infection Prevention and Control (DIPC);
- Delegated Executive Lead for Freedom to Speak Up.



KEY ACCOUNTABILITIES

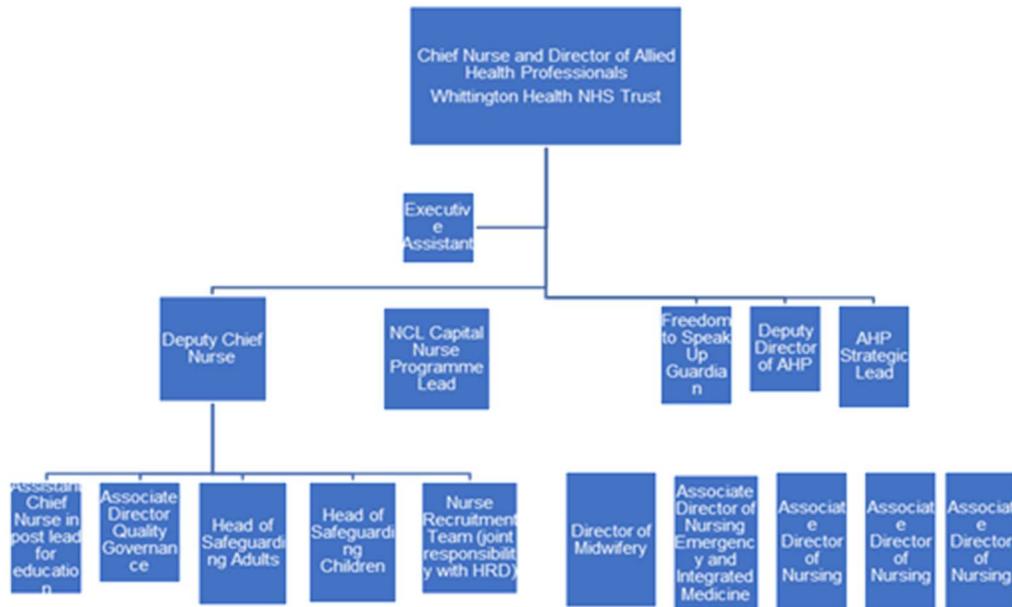
Specifically, the Chief Nurse will be required to:

Leadership and Assurance

- Embed, and visibly role model through personal action and communication, the Trust's values always to ensure patients and staff receive exceptional and compassionate care;
- As a voting Board Director, be collectively responsible for the direction and performance of the Trust and for the decisions made by the Trust Board. Working with Director colleagues, lead the development and maintain systems of quality governance which ensure that the Trust places quality at the heart of the organisation;
- Provide executive leadership and strategic direction on all aspects of nursing, midwifery and allied health professional policy and practice;
- Ensure Whittington Health's offer to nurses, midwives and allied health professionals develops to attract and retain the best. Work closely with the Director of Workforce to support staff who are sick, to fill staff vacancies, to manage well staff turnover, and to ensure that staffing levels are appropriate and compliant;
- In the context of the COVID-19 pandemic, contribute to the development of the Trust's Patient Experience Strategy and Workforce Strategy, making Whittington Health an employer of choice, and enabling the organisation to retain, develop and support its nurses and AHPs to the greatest degree possible;
- Provide the Board and its members with professional advice on policy and practice for nursing, midwifery and allied health professionals;
- Ensure compliance with all relevant statutory guidance, Nursing & Midwifery Council (NMC) and Health and Care Professions Council (HCPC) professional standards including mandatory registration and validation requirements;
- Provide professional and operational leadership for Trust's volunteer workforce ensuring they are appropriately trained and deployed commensurate with their role;
- Act as the professional voice for nurses, midwives and allied health professions within the Trust Board and Trust leadership team;
- Lead and Chair Nursing and Midwifery and AHP leadership groups to ensure that professionals are included in the business of the Trust and regularly appraised of issues that are likely to affect them or their services;
- Act as the point of executive contact with the Care Quality Commission and commissioners on matters relating to the quality of the Trust's services. Executive lead for planning and execution of all CQC inspections;
- Provide leadership and expertise to the quality and professional practice agenda for the Integrated Care System and the University College Provider Alliance;
- Represent the Trust as required on external business, acting as a positive ambassador for the Trust whenever the opportunity presents;
- Be responsible for driving improved patient engagement, involvement and experience across community and hospital services.



Chief Nurse Organogram



Quality

- The Chief Nurse holds joint accountability with the Medical Director for the quality of Whittington Health's services. The Chief Nurse's primary responsibility is for patient experience with the Medical Director leading principally on safety, clinical effectiveness and quality improvement, but they are close colleagues and must work collaboratively together. The Chief Nurse has primary executive responsibility to the Board's Quality Assurance Committee for quality and clinical governance;
- Contribute to the development of an inclusive organisational culture conducive to the consistent delivery of high quality care;
- Provide leadership across the patient experience agenda with the aim of consistently exceeding patients' (and their families') expectations of care;
- Work closely with the Medical Director and Chief Operating Officer to ensure that the Trust has a comprehensive and progressive quality strategy for the development and delivery of its services and that the systems of internal control, that ensure the Trust consistently delivers on its vision of Helping Local People Live Longer, Heathier Lives, are established and working effectively from ward to Board;
- Be the Lead Executive for safeguarding responsible for the staff who work within safeguarding and acting as trust representative on the partnership boards within Haringey and Islington;
- Ensure that professional nursing, midwifery and allied health professional standards are maintained with reference to the Nursing and Midwifery Council Code of Practice, Code of Professional Conduct for Nurses, Health and Care Professionals Council requirements and the requirements of the Trust;
- Work closely with the Medical Director, set professional standards for the delivery of patient care and ensure adherence to clinical policies and procedures at all levels within the organisation;
- Lead performance management of nursing, midwifery and AHP plans, projects and operations to ensure that they are sound and that any risks are understood and mitigated. Ensure that cross Integrated Clinical Service Unit (ICSU) or directorate interdependencies and critical success factors are properly considered in the planning or programmes and projects;
- Promote and positively support the raising concerns agenda ensuring that all concerns raised are fully and fairly investigated, escalating as appropriate to the Freedom to Speak Up



Guardian. CEO has delegated executive responsibility to the Chief Nurse for Freedom to Speak Up whilst they remain accountable. The Chief Nurse line manages the Freedom to Speak Up Guardian;

- Be responsible for risk management strategy across the trust including maintenance of corporate risk register.

Management and Education

- Work very closely with the Associate Directors of Nursing / Midwifery and Professional leads for AHPs to ensure effective triumvirate leadership, support and development for all aspects of their role;
- Lead and monitor nurses' education, training and research and liaise with external parties to influence the development of nursing policies and practice;
- Support the redesign of the workforce and roles to ensure that Whittington Health has the requisite workforce to achieve its strategic priorities and that colleagues are able to deliver care to the best of their abilities. Advise the Trust Board of Directors on issues of skill mix, deployment and utilisation of the nursing and midwifery workforce consistent with National Standards;
- Ensure appraisal, preceptorship and clinical supervision processes are developed and implemented across the Trust for nursing, midwifery and allied health professionals.

Nursing, Operational and System Working

- As an executive leader, embrace Whittington Health's partnerships across the North Central London ICS and beyond, proactively developing those partnerships and contributing at leadership level to the creation of a partnership-orientated culture across the organisation;
- Represent the Trust within the ICS and beyond, and contribute to joint programmes of work that draw on their expertise;
- Translate national strategy and guidance into Trust-wide plans, policies and procedures, including national nursing, midwifery and caregivers strategies;
- Ensure a strong multi-agency working approach, including full participation in Safeguarding Practice Reviews, compliance with national standards and a culture of learning and improvement. Provide support to human resources colleagues to closely monitor and act where necessary regarding the conduct and actions of nurses, midwives and allied health professionals;
- Be the Board lead for:
 - Nursing, midwifery and allied health professionals;
 - Safeguarding Children and Adults, including being the Trust's;
 - Executive representative on the relevant Safeguarding Boards for Children and Adults;
 - Infection prevention and control;
 - The Mental Capacity Act and mental health lead;
 - Freedom to Speak Up;
- Executive sponsorship of and leadership within all appropriate transformation projects, the Trust Financial Recovery and Cost Improvement Programmes;
- Monitor the performance of the nursing directorate against agreed objectives, taking corrective action when performance is not in accordance with plans. Ensure effective performance management arrangements are in place for all staff within the directorate, to include appraisal, succession planning, personal / professional development and absence management;
- Engage in productivity agenda re: model hospital and community benchmarking to support efficient working, ensuring we are at the forefront of creating new roles and maximising patient experience;
- Develop effective partnerships across the organisation and externally, including clinical and corporate functions and external stakeholders, to support the development of Trust strategies and operations;



- Support staff in improving and maintaining their health and wellbeing through appropriate policies and timely advice;
- Participate in the Trust's Executive Director on-call rota (Gold);
- Operate within the Trust's standing orders, standing financial instructions and schemes of delegation;
- Undertake special projects by agreement.

This job profile is intended to provide an outline of the duties and responsibilities of this post and may change from time to time by agreement of the Chief Executive and the postholder.

At Appendix 2, please find further details of Whittington Health's expectations of its employees.

PERSON PROFILE

The next Chief Nurse and Director of AHPs at Whittington Health will be a collaborative, inclusive leader, deeply committed to the integrated care agenda and to the role Whittington Health can play in reducing health inequalities across the North Central London area. Whether coming from an acute or community service background, they will be an advocate for equality, diversity and inclusion, with a track record of building cultures in which all colleagues can thrive and contribute. While they may well be stepping for the first-time into a Board-level Chief Nurse role, they will be an established, visible leader who understands the challenges of providing high quality operational services, and is able to contribute to the development of a professional workforce in that context. They will also relish the opportunity to work in close partnership with neighbours in North Central London, for across the NHS, in local authorities, and beyond, building constructive, proactive relationships.

Specifically, the ideal candidate should possess the following personal attributes and experiences:

Personal Qualities

- Be a values-driven leader who behaves at all times in a way that is consistent with the Trust's vision and values;
- An inclusive leader, committed to the development and empowerment of others;
- An innovative and progressive thinker;
- Dynamic, resilient and impactful;
- Collaborative and partnership-orientated;
- Results oriented, with an acute eye for high quality operations and an understanding of how to deliver consistently excellent patient experience.

Experience

- An experienced clinician with a track record of excellent clinical leadership in an organisation of meaningful scale and complexity (but not necessarily yet at Board level);
- Significant and demonstrable previous leadership and management experience in a large, complex NHS Trust context, with responsibility for both service delivery and people leadership;
- Understanding of board-level leadership roles, and an appreciation of what operating at Board level means in terms of collective responsibilities, strategic understanding and people leadership;
- Expert-level knowledge of the critical factors in delivering improvements in clinical performance / standards of care in either an acute or community setting, with an appreciation for both environments, and clear experience of improving patient experience;
- Experience of managing quality governance plans, agendas and outcomes to clearly hold the organisation and colleagues to account and provide the basis for improvement;
- Demonstrable success in building, leading, motivating and developing multi-disciplinary teams to improve performance at all levels within the Trust;



- A track record as an advocate for equality, diversity and inclusion and enthusiasm for building inclusive cultures;
- Demonstrable knowledge of the NHS financial regime and probity, and proven experience of budgetary management.

Skills & Abilities

- Ideally, a track record leading successfully across a complex organisation, through a complex programme of work if not as a Trust-level leader;
- Substantial change management capability with proven and measurable results, based on and promoting positive culture and organisational values;
- Highly developed leadership, negotiation and influencing skills with the ability to motivate and engage individuals;
- Demonstrable understanding of the structure and framework of the NHS and how the Trust delivers care within this;
- Ability to use quantitative and qualitative information to stimulate performance improvement and provide assurance on data integrity;
- Ability to think laterally and creatively to develop innovative plans and identify new business opportunities, commercial acumen;
- Ability to communicate with clarity and insight, providing detail or conciseness as appropriate and be a genuinely approachable person who visibly leads by example;
- Ability to set out a clear direction, inspire others and assume command;
- Ability to take a strategic view and make the links between strategy, practice and operational requirements;
- Ability to grasp critical issues and distil them into clear and manageable priorities, weighing both the costs and benefits;
- Understanding of the different environments in which the Trust operates and ability to assess opportunities for innovation, revenue generation, partnership and enhanced care;
- Ability to interpret and communicate a compelling Trust vision to all stakeholders, develop prioritised objectives and monitor a coherent delivery plan;
- Ability to contribute to effective board working and organisation, monitor compliance with risk management, legal, ethical, clinical, social and environmental requirements;
- Ability to provide coaching and mentoring at the appropriate levels, encouraging and promoting a culture of openness, honesty and clarity.

Education and Qualifications

- Registered Nursing, Level 1 with current Nursing Midwifery Council (NMC) Registration;
- Relevant postgraduate professional qualification, ideally educated to Masters level;
- Evidence of continuing professional development, with innovation / transformation skills being particularly desirable;
- Good knowledge of NHS regulatory frameworks, safety, financial procedures and statutory regulations.

The chosen candidate will need to pass the CQC's Fit and Proper Person Test on appointment, and adhere to Whittington Health's FPPT Policy throughout their time in the role.



HOW TO APPLY

The MBS Group are acting as The Whittington's advisors on this appointment. To apply, please send a covering letter and CV to whittingtonapplication@thembsgroup.co.uk by midday on Thursday 24th March 2022. If you would like to discuss the opportunity in more detail, please do be in touch with us by emailing james.wardlaw@thembsgroup.co.uk to arrange a call.

Please also complete the enclosed monitoring information form in Appendix 1 as part of your application.

THE MBS GROUP CONTACTS

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APPENDIX 1 – EQUALITY MONITORING FORM

Personal Details

Title:	
Forename:	
Surname:	
Full Name:	
Date of Birth:	
Gender:	

Equality Monitoring

Marital Status (Please select):	
Sexual Orientation (Please select):	
Ethnic Origin (Please select):	
Religious Belief (Please select):	
Do you regard yourself as having a Disability (Yes/No):	
Disability Categories:	

Emergency Contact - Personal Details

Title :	
Forename:	
Surname:	
Relationship to Applicant :	

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Emergency Contact - Address

Is their current address in the UK? (Yes/No):		*Please complete mandatory field
House/Flat No.:		*Please complete mandatory field
Street Name:		*Please complete mandatory field
Town/City:		*Please complete mandatory field
County:		*Please complete mandatory field
Postcode:		*Please complete mandatory field

Emergency Contact - Contact Details

Home Telephone No.:		*Please complete at least one phone number
Work Telephone No.:		
Mobile Telephone No.:		
Email Address:		

Declaration

I confirm that the above information is correct (Yes/No):		*Please complete mandatory field
Full Name:		*Please complete mandatory field
Date (dd/mm/yyyy):		*Please complete mandatory field



APPENDIX 2 – ADDITIONAL INFORMATION

Whittington Health NHS Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.

Equal opportunities

It is the aim of the Trust to ensure that no job applicant or employee receives less than favourable treatment on grounds of sex, marital status, race, colour, creed, religion, physical disability, mental health, learning difficulty, age or sexual orientation and is not placed at a disadvantage by conditions or requirements that cannot be shown to be justifiable. To this end the Trust has an equal opportunities policy and it is for each employee to contribute to its success. The hospital has a single equality scheme, which underpins its duty to promote equality. You can access a copy of the scheme on the Trust's website.

Infection control

All staff have a responsibility to prevent and control infections within the Whittington. This includes ensuring personal and team compliance with all relevant policies, especially hand hygiene, the Trust's dress code and MRSA screening policies.

Health & Safety Policy

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act 1974, to ensure that the agreed safety procedures are carried out to maintain a safe environment for employees and visitors.

Data protection

This post has a confidential aspect. If you are required to obtain, process and / or use information held on a computer or word processor you should do it in a fair and lawful way. You should hold data only for the specific registered purpose and not use or disclose it in any way incompatible with such a purpose and ought to disclose data only to authorised persons or organisations as instructed. Breaches of confidence in relation to data will result in disciplinary action, which may result in dismissal.

Confidentiality

You are required to maintain confidentiality of any information concerning patients or staff which you have access to or may be given in the course of your work, in accordance with current policy on confidentiality in Whittington Health.

Whittington promise to patients

Whittington Health expects its employees to communicate with colleagues, patients and visitors in a polite and courteous manner always. You are expected to contribute to improving our patients' experiences by delivering the Whittington Promise:

- We will be clean;
- We will be welcoming and caring;
- We will be well organised;
- We will offer the best possible treatment;
- We will give you information and listen to what you tell us.

Security

It is the responsibility of all employees to work within the security policies and procedures of Whittington Health to protect the patients, staff and visitors and the property of the Trust. This duty applies to the specific work area of the individual and the Hospital in general. All staff are required to wear official identification badges.



No smoking

The Hospital promotes a No Smoking Policy as part of employee's healthy living style. You will be required to work within the framework of this policy. Smoking is not permitted within the Trust premises.

Method of payment

Payment of salary is made into bank account / building society account by direct bank system. Details of a bank account or building society account will be required on the first day at work. There is no facility for any form of other payment.