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## CONFIDENTIAL ROLE SPECIFICATION

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**Whittington Health NHS Trust**

Chief Operating Officer



**Whittington Health  
NHS Trust**

Executive Search  
and Talent Management

The MBS Group Ltd  
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The MBS Group Limited is a company registered in England and Wales under company number: 09420768  
Registered Office: 1st Floor Sackville House, 143-149 Fenchurch Street, London EC3M 6BN, England.



## Welcome from Baroness Julia Neuberger, Chair

April 2022

I'm so pleased you are interested in finding out more about the Chief Operating Officer 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 Operating Officer has the primary responsibility for the quality of Whittington Health's services, ensuring they are delivered with compassion, in good time, and efficiently. As we all move into the next phase of the Covid-19 pandemic, and the recovery from the last two years, this has never been more important: patients in our communities have waited patiently for support and treatment through multiple lockdowns and we are committed to recovering our services quickly and effectively so we can help them.

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, Helen Brown, who will be with us later this spring, and new Chief Nurse and Director of Allied Health Professionals, we will also be joined by a new Chief Operating Officer, as our highly valued colleague, Carol Gillen, steps towards a deserved retirement.

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 Operating Officer
Company:	Whittington Health NHS Trust
Location:	North Central London
Reporting Relationship:	Chief Executive
Website:	<a href="https://www.whittington.nhs.uk/">https://www.whittington.nhs.uk/</a>

## 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.

Looking ahead, how we recover the efficiency, focus and timeliness of all our services is our critical priority. Whittington Health has always prided itself on good performance against national standards, around ED performance, for example, and Referral to Treatment Times. As we emerge from the last two years of the pandemic, and with the emergence of new performance standards, we will be focused on re-securing that reputation for the Trust, hitting new targets on elective recovery, and working with our partners across North Central London to support the reduction in patients waiting longer than they should for treatment, particularly for cancer.

COVID-19 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

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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 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

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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 and the recovery of NHS services from the last two years of the pandemic.

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. Whittington Health's long-standing commitment to, and understanding of, integrated care will enable it to respond to these challenges, and the recovery of its full range of services, 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.

## JOB DESCRIPTION

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The Chief Operating Officer (COO) is a voting member of the Trust Board, sharing corporate responsibility for strategic planning, governance, corporate policy making and the delivery of Trust objectives. The post holder will also provide professional advice to the Board, both strategically and in relation to the Board's responsibilities regarding operational performance and service delivery and achieving the Whittington Health overall strategic objectives.

The post holder has responsibility for implementing Trust strategies within clinical divisions. This will involve working closely and collaborating with Executive colleagues both internally and with partner organisations within the Whittington Health and those on the periphery.

As a member of the Executive team, this role will have responsibility for c.4,500 staff in a range of community and acute hospital settings looking after our local population. They will work through a team of six direct reports, the Directors of Operations in our five Integrated Care Service Units, and the Deputy Chief Operating Officer, who is responsible for our Project Management Office, which delivers our Cost Improvement Plans.

The post holder will:

- Influence the development of a whole system approach to developing health and social care across organisational and sector boundaries, particularly in relation to emergency care, discharge planning, elective recovery and improving health;
- Be the lead Director for whole systems planning and liaison with other statutory and voluntary agencies across the ICS on issues relating to urgent and emergency care;
- Contribute to the collective decision making of the Board of Directors and take shared responsibility for the overall success and future direction of the Trust;
- Manage the delivery of efficient, high quality patient services through the divisional operational structure, and be accountable for the achievement of the key clinical and operational performance activity standards. This should include the development of a robust and consistent performance monitoring framework, against which the contribution and effectiveness of all divisions is measured and reported;
- Be the Lead Director for Emergency Planning Resilience and Response.



## KEY ACCOUNTABILITIES

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As a key member of the Trust Board and Executive team, the Chief Operating Officer will:

- Ensure delivery of all local and national performance targets and Trust objectives;
- Ensure that the highest possible quality, most effective and efficient health care services are operationally delivered within available resources;
- Play an active leadership role in the formulation and implementation of the Trust's Corporate strategy and business plans;
- Provide strong, visible leadership for the day-to-day management of the Trust, with an absolute focus on the delivery of high quality patient care through direct line management of the Trust operational structure;
- Ensure that services are developed and delivered in collaboration with our partners at UCLH and the Royal Free, ensuring patients have the quickest possible and most direct access to the treatments they need, in the best possible place for them to access those services;
- Ensure that services are delivered within the corporate governance framework, including controls assurance, clinical risk, health and safety, human resources and audit requirements;
- Be fully committed to the Trust's culture change and inclusion programme, and ensure that all colleagues employed, directly or indirectly, are fully supported and enabled to thrive;
- Drive forward implementation of the organisation's Cost Improvement Programme to improve quality, efficiency and customer focus;
- Oversee service improvements and business development for the organisation within operational services;
- Build effective relationships with key internal and external stakeholders to implement organisational development objectives in key areas of change;
- Ensure that effective management systems are in place and that Trust staff actively understand and are engaged in implementing the Trust Board's vision and strategy;
- Actively contribute to the work of a cohesive Board and Executive Team and, where necessary, take lead responsibility for corporate issues outside the COO's immediate sphere of responsibility;
- Share corporate responsibility by working in partnership with Executive colleagues for the development of trust-wide strategy and policy. With other members of the executive team take collective responsibility for ensuring high performance of the Trust and the delivery of corporate objectives ensuring the delivery of local and national performance frameworks and standards within budget and resource availability;
- As a key leader act as exemplary role model across the hospital, upholding, always promoting and embedding Trust values and behaviours;
- Ensure that robust demands and capacity plans are in place to deliver the contracted levels gradually and the potential demands of emergency activity;
- Work with the Chief Executive Officer and the Board in bringing an operational perspective to the development of the Trust's strategic direction in relation to the provision of healthcare, teaching and research;
- Identify and lead on implementation of key service improvement and business development activities;
- Ensure that the needs of all our communities are understood, and responded to, in a fully inclusive way, in the development and design of services, improvement programmes, and development activities;
- Review and evaluate opportunities, risks and threats related to effective planning and implementation of Board strategy;
- Develop and deliver the Trust's business plan, ensuring that objectives are achieved and that the organisation is managed in accordance with Trust values and strategic aims;
- Ensure that a continuing programme of quality and efficiency improvement is in place, delivering transformational change across the organisation.



## Operational and Performance Management

- Ensure the delivery of all operational performance standards, overseen through effective operational structures. In particular, the COO will be responsible for understanding and implementing any new performance guidelines and targets across the Trust, and ensuring their effective assimilation into colleagues' ways of working;
- Ensure that the Trust's performance meets and exceeds the expectations of the Care Quality Commission and any such successor bodies;
- Ensure consistent application of clinical and managerial protocols and procedures with the aim of achieving the highest levels of performance and outcomes for the benefit of patients;
- Ensure the effectiveness of site management arrangements, capacity planning, emergency and elective access and outpatient services, based on GIRFT and HVLC principles;
- Ensure that the necessary performance management systems and controls are in place to assure that agreed operational performance standards and targets are met;
- Ensure that the Trust maximises its potential to meet the needs of commissioners and of patients exercising choice;
- Actively review new ways of working and processes, to ensure the Trust has the ability to respond positively to system change.

## Financial Management

- Work with the Chief Finance Officer to ensure a robust process for agreeing, monitoring and delivering robust financial targets;
- Lead on delivery of Whittington Health's Cost Improvement Plans;
- Ensure that VFM and audit recommendations are implemented and achieved;
- Put in place robust systems to support clinicians and operational managers in delivering allocated budgets;
- Identify opportunities for income generation and business growth as appropriate;
- Ensure financial viability across all areas of activity, including compliance with all statutory and regulatory requirements and with strong corporate governance;
- Implement systems and processes for setting performance standards, reviewing processes and initiating improved outcomes;
- Support divisions in identifying investment in services, which must be driven by cost improvements.

## Corporate and Clinical Governance

- Strengthen the Trust's governance culture and foster a spirit of learning and innovation in all that the Trust does;
- Work with the Board to ensure that robust controls and processes are in place to achieve compliance with the requirements of clinical governance and of safe and high-quality standards of care;
- Ensure that there are effective risk management systems in place in which patient safety is paramount, with assurance mechanisms which provide continuous monitoring and improvement in response to patient feedback, complaints and claims.

## Leadership / Human Resources

- Ensure management of all staff in accordance with Trust's values, policies and prevailing management style, creating an inclusive culture of continuing service and improvement and a focus on meeting the needs of patients and the public, in a way that also supports our colleagues and enables them to thrive;
- Prioritise the development of an inclusive culture in which all colleagues feel valued, developed and able to contribute;

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- Develop a culture where staff feel valued and empowered to make decisions appropriate to their level;
- Engender an environment where all staff are encouraged to make improvements to the service and deliver individual and group objectives;
- Work with the Director of HR and OD to ensure all staff undertake an appropriate annual performance appraisal with a personal development plan and complete the required mandatory and statutory training programmes;
- Ensure effective channels of communication throughout all clinical divisions to enable all staff to be aware of important issues facing the Trust Communications and Relationships;
- Build and develop effective partnerships and joint working with key stakeholders, internal and external, influencing and negotiating on behalf of the organisation;
- Develop and maintain a strong sense of accountability to stakeholders throughout the Trust.

### **Joint Responsibilities**

Executive Directors accept shared responsibility and leadership for:

- Setting strategic direction;
- The Trust meeting its strategic and operational objectives;
- Key decisions taken as an Executive Committee;
- Monitoring and managing performance of all services across the entire organisation and working together as an effective Executive Management Team;
- Meeting Executive Team objectives relating to current themes and priorities;
- Collective leadership in setting the culture, safeguarding values and ensuring the organisations obligations to its key stakeholders are met;
- Contributing to the key business decisions of the organisation;
- Participating in the Gold Director on-call rota.

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**

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The ideal candidate should possess the following personal attributes and experiences:

#### **Qualifications**

- Higher degree and / or relevant management qualification;
- Evidence of continuing professional and personal development.

#### **Experience**

- Significant senior management experience in an NHS Trust, operating at or close to Board level;
- Extensive experience of leading successful change in patient centred care delivery;
- Extensive experience of delivering demonstrably high quality services;
- Experience of delivering against challenging performance targets and of managing others to do so;
- Experience of delivering high levels of productivity and efficiency;
- A track record leading acute services, coupled with a strong understanding of community services, and a demonstrable commitment to integrating care within and across organisational boundaries;

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- Experience working in a community service context would be desirable, but is not a prerequisite for the role.

### **Skills, Knowledge & Abilities**

- Knowledge of key current issues in NHS systems reform;
- Understanding of the issues facing acute and community health services, not least in the recovery of services from COVID-19;
- Well-developed leadership skills and emotional intelligence;
- A track record of commitment to the creation of inclusive cultures, and a personal commitment to diversity and equality;
- Strategic thinking and innovation;
- Clear understanding of systems management;
- Highly developed influencing, persuading and communication skills, and a readiness to work in partnership both within the organisation and with external partners;
- Able to get key messages across on complex issues;
- Able to establish and maintain relationships with key people, both internally and externally;
- Evidence of successful track record of achieving results in a senior leadership role;
- Able to innovate, to recognise challenges, analyse problems and apply effective solutions;
- Ability to demonstrate honesty and professional integrity;
- Ability to manage a highly complex portfolio and deliver a wide range of objectives within the time available.

### **Special Aptitudes**

- Personal energy and resilience;
- Ability to think strategically without losing touch with day to day service delivery.

### **Other Factors**

- Ability to participate in Gold on call.

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

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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](mailto:whittingtonapplication@thembsgroup.co.uk) by 9:00am on Monday 2<sup>nd</sup> May, 2022. If you would like to discuss the opportunity in more detail, please do be in touch with us by emailing [tori.birkenshaw@thembsgroup.co.uk](mailto:tori.birkenshaw@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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Project Manager

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## APPENDIX 1 – EQUALITY MONITORING FORM

### Personal Details

<b>Title:</b>	
<b>Forename:</b>	
<b>Surname:</b>	
<b>Full Name:</b>	
<b>Date of Birth:</b>	
<b>Gender:</b>	

### Equality Monitoring

<b>Marital Status (Please select):</b>	*Please complete mandatory field
<b>Sexual Orientation (Please select):</b>	*Please complete mandatory field
<b>Ethnic Origin (Please select):</b>	*Please complete mandatory field
<b>Religious Belief (Please select):</b>	*Please complete mandatory field
<b>Do you regard yourself as having a Disability (Yes/No):</b>	*Please complete mandatory field
<b>Disability Categories:</b>	*Please complete mandatory field

### Emergency Contact - Personal Details

<b>Title :</b>	*Please complete mandatory field
<b>Forename:</b>	*Please complete mandatory field
<b>Surname:</b>	*Please complete mandatory field
<b>Relationship to Applicant :</b>	*Please complete mandatory field

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#### Emergency Contact - Address

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

#### Emergency Contact - Contact Details

<b>Home Telephone No.:</b>		*Please complete at least one phone number
<b>Work Telephone No.:</b>		
<b>Mobile Telephone No.:</b>		
<b>Email Address:</b>	-	

#### Declaration

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



## **APPENDIX 2 – ADDITIONAL INFORMATION**

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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.