



JOB DESCRIPTION

JOB TITLE:	Clinical Site Manager
PAY BAND:	8A
DEPARTMENT/DIVISION:	Corporate
BASED AT:	Queen Elizabeth Hospital Birmingham
REPORTS TO:	Head of Operations
PROFESSIONALLY RESPONSIBLE TO:	Head of Operations
LAST UPDATED:	JuneApril 2017

JOB PURPOSE:

The role of clinical site manager is crucial to ensuring that patients are admitted to hospital in a timely and appropriate manner and that beds, specialist advice and intervention are available as and when needed. The post holder will, as part of a team provide operational and clinical leadership, ensuring that high quality care is provided at all times. The CSM will also act as an independent practitioner providing and facilitating clinical assessment and management of patients according to protocols. Working closely with senior colleagues in A&E and as a pivotal part of the Urgent Care Team they will co-ordinate out of hour's hospital activity as well as acting as the on-site manager during these times.

The post holder will chair capacity meetings and coordinate activities which manage unplanned and planned activity including intra hospital transfers in and out of the Trust. Post holders will work either a day or night shift and have overall responsibility and be the primary point of contact for the coordination of the site , they will manage / deploy a team of Clinical Site Practitioners .

Through strong clinical leadership the Clinical Site Manager will lead, develop and professionally line manage a defined group of staff to maintain and improve standards of care and patient outcomes. He/she will promote best practice which inspires and motivates others, empowering them to ensure all staff, within their areas of responsibility, have the authority and support to provide agreed standards of care and service delivery to patients and their carers.

KEY WORKING RELATIONSHIPS:

Internal: Head of Operations , Chief Operating Officer , Divisional Directors of Operations , Divisional Directors, Associate Directors [of Nursing](#), Group Managers, Group Support Managers, Consultants and medical teams, Matrons, Registered Nurses & Practitioners—, Risk & Compliance, support services.

External: West Midlands Ambulance Service , Local and National Hospitals , Care homes and Voluntary services , Clinical Commissioning Managers , Capacity Managers external to the organisation working in health care settings or across health care economies



KEY RESULT AREAS:

- Lead with credibility and authority and be revered for high standards of patient care.
- Have responsibility for managing patient flow across , in and out of the organisation in accordance with internal key performance and National Operational performance targets
- Be a strong advocate for excellent patient care and safety ensuring this is fundamental to all clinical decision making.
- Be accountable for effective budget management and financial management
- Support / lead on the delivery of quality, service improvement and efficiency initiatives.
- Actively contribute to and influence Corporate, Operational, Nursing and Divisional agendas.
- Positively seek improvements to practice, service development and constructively challenge poor practice or behaviour.
- Provide assurance that incidents and investigations into patient flow, capacity management, patient care and complaints lead to systematic changes when required, and that any changes in practice are actively monitored and sustained.
- Ensure own practice and that of others upholds the NMC Code to prioritise people, practise effectively, preserve safety and promote professionalism and trust.

MAIN DUTIES & RESPONSIBILITIES:

Clinical Leadership

- Provide a high profile visible presence and be available for advice, support and direct assistance to all hospital wards and departments, staff during the span of duty.
- To be responsible for the day-to-day operational management of inpatient elective and emergency flows (including critical care and urgent tertiary transfers), site/bed management working closely with Divisional Management/Nursing Teams (-during core Business hours Monday – Friday) ~~and nursing staff~~. This will include the transfer and repatriation of patients to and from other health providers. Have responsibility for maintaining an up to date overview of capacity and demand and including unplanned demand in the Emergency Department. Support and enable the reporting of delays and managing patient flows to ensure patients are admitted or discharges in a timely manner. Have primary responsibility for the movement of patients' through the emergency / unplanned pathway and liaise with clinical teams to facilitate and enable timely and appropriate decision making, escalation and investigation.
- To have an understanding of Trust responsibilities in the event of an emergency and legislation under the Civil Contingencies act.
- To ensure awareness of own role in the event of a Major Incident or business continuity incident and an understanding of the escalation processes both internal and external to the Trust. Lead on incidents which impact on business continuity, service interruption, and clinical internal and external incidents and participate in additional actions which impact on the safe and efficient running of the site.
- Have responsibility for maintaining timely patient flow and obtaining and maintaining accurate information within the Emergency Department (ED) Where appropriate lead and or support interventions / actions and escalation as required to facilitate patient flow to

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support achievement of the National Operational Target for ED. Key targets:

1. No patients stay longer in ED than 12 hours from decision to admit to discharge from ED
2. 30% of >23 hour stay discharges by 13:00
3. 95% of ED attendances to be seen, treated and discharged within 4 hours
4. Average time from decision to admit in ED to transfer out of ED below 60 minutes.
5. Average time to treatment in ED <60 minutes
6. <1% of elective admissions cancelled on the day of admission or later by the hospital for none clinical reasons.
7. Access beds to be maintained at all times for stroke, fractured neck of femur, burns and cardiac patients.
8. An access bed on ITU to be maintained at all times.

- Ensure that key policies and procedures are being adhered to drive capacity and flow.
Specific examples include:

1. Trust Site Escalation Policy
 2. Bed Declaration Policy
 3. Full Capacity protocol
- Professionals Standards for referrals between ED, CDU, SAU, ITU and Specialities

- Provide Leadership and expert advice to nursing staff acting as a point of contact out of hours for professional nursing issues.
- Act as a strong advocate for excellent patient care, establish and maintain effective relationships with clinical and managerial leaders providing a senior nursing perspective to ensure operational delivery is patient centred
- On a shift by shift basis lead the management and deployment of the Clinical Site Practitioners, ensuring staff are deployed as required and regular situation reports inform decision making and delegation of duties. Have oversight of the practise requirements and activity planned and undertaken during the shift in relation to Urgent Care & Acute Pain referrals. Facilitate actions relating to patient placement and or difficult/challenging clinical issues/concerns. Ensure the team respond to and take part in managing Cardiac Arrests and peri-arrest situations as per Trust guidelines
- Have responsibility for being the first point of contact for external organisations for all enquiries relating to site capacity and patient flow or management enquiries. Undertake agreed actions as per hospital escalation guidelines. To communicate with internal staff and external agencies to ensure strategic objectives are met. This will require the ability to provide and receive highly complex and sensitive information, negotiate, influence and act with diplomacy at a high level.
- Chair capacity meetings, as required organise and chair additional meetings where there is an organisational requirement. Ensure actions agreed are specific, timely, and realistic and are reported back upon when required. Constantly reassess actions required in response to updated communication and information and make timely decisions about the actions required to address areas of patient flow, safety or operational site capability.
- Have responsibility for the updating of the Emergency Management System (EMS) and Bed Management system for clear visibility of information across the Site.
- Monitor of activity in the discharge lounge and liaise with key stakeholders on efficient and effective use as required

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- Manage the out-of-hours user maintenance of PICS; for example, issuing passwords
- Have oversight and maintain information on patients who have RMN provision whilst an inpatient, coordinate to requesting / authorisation and deployment of External Agency RMCN staff out of hours.
- Be responsible for accepting Mental Health Section applications or transfer of related Sections on behalf of the Trust and follow the necessary Trust Policy / guidelines in managing these types of requests.
- Be responsible out of hours initiating and progressing the Yellow Card, With Hold Treatment policy out of hours on behalf of the Senior Divisional Management teams.
- Manage the liaison and transfer of patients from secure forensic psychiatry facilities using the relevant Trust Policies and procedures .Be responsible for accepting Mental Health Section applications or transfer of related Sections on behalf of the Trust and follow the necessary flow chart in managing these types of requests
- Be responsible for ensuring medical staffing shortages are managed in accordance with Trust policy. This will include contacting Trust agreed external agency providers to request CV's for potential candidates, which can be reviewed by relevant SpR or consultant to agree staff. Explore cross cover arrangements between medical teams and suggest, discuss and agree actions required to address and mitigate risks out of hours.
- In liaison with the on-call microbiologist to be responsible for the management of infection prevention control issues as well as offering advice to ward/department staff.
- Ensure there is a clear identification of the shift Clinical Site Practitioner responsible for responding to the " fire bleep" for the period of duty, ensure they respond to all fire bleeps within clinical areas. Providing experienced nursing support to the affected area and liaising with the Fire Service and Security Teams.
- Be responsible for ensuring that relatives are able to safely access and view their deceased relatives out of hours when mortuary staff are unavailable. Liaising with portering staff and relatives to ensure a timely viewing. Taking action where required to ensure that the deceased body is in a condition appropriate to be viewed.
- Be responsible for the timely and safe release of deceased bodies to appropriate personnel in accordance with UHBFT guidelines, being mindful of diverse ethnic and cultural backgrounds.
- Ensure staffing levels for clinical departments are recorded, reported and escalated in line with approved establishments and Trust procedures and national guidance. Out of hours personally ensure the Clinical Site Team review clinical wards/ units planned and actual staffing levels to assess identify and mitigate perceived risks to staffing and undertake actions as outlined in Trust's procedures including the redeployment of staff.
- Act as with delegated authority to request Bank staff / External Agency staff and order transport on behalf of the Trust within agreed and established procedures / authorisation processes.
- Be the point of contact for Police, and other official bodies attending the hospital out of hours acting in a liaison capacity escalating as required.

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- On a shift by shift basis participate in operational handover with incoming / outgoing Clinical Site Manager, use a variety of communication methods and ensure information is accurate, concise and identifies any outstanding actions.
- When on duty have responsibility for monitoring the quality of environmental services within the care areas and take steps to ensure the environment of care is safe, clean and patient focused liaising with key staff where environmental issues need to be addressed urgently. Closely liaise with support staff in facilities and hotel services to prioritise patient movement and cleaning requirements to enable patient flow and placement.

~~• When required assume the leadership role in internal incident management and Major incidents as described within key Trust Policies and procedures. Lead on incidents which impact on business continuity, service interruption, and clinical internal and external incidents and participate in additional actions which impact on the safe and efficient running of the site.~~

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- To establish good working relationships with key strategic partners e.g. Commissioner's within the CCGs / Specialist Services, Pan Birmingham networks.
- To promote the importance of real time information, and work with ward representatives to ensure that admissions, discharges and transfers are updated on PICS
- To represent the Head of Operations at relevant internal and external meetings as required.
- With the Head of Operations ensure that the Central Site Management hub has robust mechanisms in place to plan, manage and monitor communication and information to meet operational targets, including the 18 week Referral to Treatment and the Emergency Pathway Clinical Quality Indicators (CQIs). Lead on and adhered to Trust process for cancelling elective admissions and recording and communicating these decisions with key stakeholders where this is required.
- Work with Clinical Group teams to support seasonal and ad hoc bed closures for Infection Control reasons, operational issues and Quality, Efficiency and Productivity savings targets

Service Responsibilities

- Act as a strong advocate for excellent patient care, establish and maintain effective relationships with clinical and managerial leaders providing a senior nursing perspective to ensure operational delivery is patient centred.
- Hold nurses/ practitioners and medical staff to account where patient care and experience is of an insufficient standard and / or where staff fail to meet their professional requirements. When and if deemed necessary out of hours act on behalf of the Trust with initiation and progress the process for the suspension of staff.
- As required lead/ support reflective learning from practice, undertaking investigations into patient flow, site capacity, clinical and non-clinical practice issues and matters that relate to competency and capability. Conduct investigations into incidents / complaints. Act as a professional advisor, investigate / hear internal staff grievances/ disciplinary investigations / complaints from within own Division and other Divisions as required.



- Act as a strong advocate for excellent patient care, ensuring clinical practice and care delivery is in accordance with relevant standards and operational policies and procedures.
- Using clinical judgement, evidence based information and aligned to trust guidelines, protocols and policies be able to challenge clinical decisions in the best interests of patients and operational site capacity.
- Be responsible for embedding clinical standards; ensure any changes to nursing and clinical practice are implemented within the team and areas of responsibility. Ensure quality is a focal part of all key meetings, discussion across clinical and non-clinical staff, and is evidence in minutes/ actions.
- Support the preparation of actions required to meet external and internal inspection criteria. Ensure quality monitoring process's including clinical audit is fully implemented across the area of responsibility and action is taken to maintaining and improve quality standards in all areas.
- Influence, advise and seek expert support as required in relation to the management of patients with complex health care and nursing requirements and needs facilitating and enabling staff to access other health care professionals for advice and support.
- Have responsibility for the implementation and monitoring of the Trust's risk and governance strategy. Ensure that the service has appropriate clinical governance arrangements in place to ensure the delivery of excellent clinical performance.
- Ensure that all risk registered are maintained, provide assurance that investigations have led to systemic changes where these are required and that any changes in practice are actively monitored and sustained. Draw up and support others to draw up action plans to minimise and manage risks.
- Identify clinical incident trends and ensure robust action plans are in place and monitored for their effectiveness.
- To take responsibility for the services compliance with Health and Safety and other nationally and locally agreed standards. To identify, agreed and implement subsequent action plans.
- Ensure that the operational performance of the service is effectively managed to meet agreed objectives and targets. Plan and monitor performance against all activity targets and other service objectives.
- Act as an authorised signatory in line with delegated authority and the Trust Standing Financial Instructions. Ensure Standing Financial Instructions (SFIs) and Patient Charter compliance, as a Foundation Trust, within the Groups services
- Support the effective management of devolved budgets across the service. Undertake interrogation and analysis of required data to ensure the availability, quality and timeliness



of information and data to support management planning and performance processes for all ad hoc, weekly, monthly, quarterly and annual returns.

- Practice in a cost effective and cost aware manner.
- Have responsibility for compliance with Health and Safety and other nationally and locally agreed standards. To identify, agreed and implement subsequent action plans.
- To establish good working relationships with key strategic partners e.g. Commissioner's within the CCGs / Specialist Services, Pan Birmingham networks.
- To undertake project work as directed by the Head of Operations.
- To develop and maintain an excellent knowledge and understanding of the Trust data management and informatics systems.

Workforce

- To provide leadership and line management responsibility for a defined group of staff (direct and delegated) as agreed within the service. Professionally line manage, lead, develop and performance manage staff. When on shift assume this role for the day to day management and deployment of all team members on duty.
- To work with HR to ensure the timely advertisement of replacement posts and minimise the requirements for locum appointments. As part of the service development and delivery ensure the effective recruitment, induction and training and development of all staff within the service.
- Ensure robust sickness absence management across all clinical and non-clinical disciplines within the service.
- Ensure that clinical and non-clinical annual & study leave is appropriately managed to ensure the smooth running of the service and the minimisation of disruption to service delivery.

In conjunction with colleagues and the Head of Operations oversee the delivery of training and education for staff in line with the Trust Policies, procedures and service requirements. Support the analysis and required support to meet any new or existing training and education requirements from within the Group

- Support the establishment of key relationships with both internal and external stakeholders and with other key departments and personnel across the Trust.
- Support the development of a culture that supports active challenge and fosters change to support the Trust vision and values.

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- Ensure effective communication channels are established, maintained and developed within the service.
- Ensure any national or locally agreed working arrangements i.e. EWTD are complied with and exceptions reported and actioned
- Ensure that all members of staff within the designated group (clinical and non-clinical) have an effective annual appraisal/personal development review.
- To ensure the staff within the designated group and own statutory and mandatory training compliance is maintained across all clinical and non-clinical staff.
- Support leadership development and identification of Talent from within the Group / Division to support staff progression and ensure robust succession planning across key roles.

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PROFESSIONALISM, PERSONAL & PEOPLE DEVELOPMENT

- The post holder is wholly accountable for his / her practice in line with the NMC Code of Professional standards of practice and behaviour for nurses and midwives (current version).
- Recognise the limits of individual competence and knowledge, undertake further training and academic qualifications as relevant to the role and service requirements. Take responsibility for personal and professional updating and development, including mandatory training.
- Be aware of and take appropriate action in regard of cardiac arrest, fire and major incident.
- Provide mentorship, coaching, supervision and shadowing opportunities to individuals in order to support their development.
- Participate in personal development review process and maintain a professional portfolio which supports revalidation
- Maintain a high standard of personal behaviour and ensure effective communication with all members of the multidisciplinary team, patients carers and relatives. Act with personal and professional integrity within professional, ethical and legal frameworks and process to maintain and improve standard

The post holder will undertake other duties as may be required to achieve the Trust's objectives, commensurate with the grading of the post.

FUNCTIONAL REQUIREMENTS OF THE ROLE

A. Physical requirements	Never	Occasional 0 – 33% of work time	Frequent 33-66% of work time	Constant 67-100% of work time
Place * in the applicable field				
1. Sitting		X		



2. Standing				X
3. Walking (consider ward sizes/layout and hospital size/distances to departments etc.)				X
4. Hoisting/ handling patients		x		
5. Lifting / handling objects e.g. Boxes		x		
6. Pushing/pulling e.g. Trolleys/ chairs		x		
7. Bend / squat / crouch / kneel / crawl		x		
8. Climb / Descend Stairs		x		
9. Climb Ladders / work at height	x			
10. Using hands above shoulder height		x		
11. Twist / Spinal rotation		x		
12. Reaching forward		x		
13. Sedentary / immobile posture		x		
14. Simple grasping/ fin manipulation/ manual dexterity			X	
15. Apply hand grip force		x		
16. Typing			x	
17. Writing			x	
18. Operating foot controls		x		
19. Repetitive movements		x		
20. Work in confined spaces (see Note)		x		
21. Working within a team				x
A. Psychological				
1. Repetitive / complex tasks requiring attention to detail				x
2. Ability to concentrate / good memory				x
3. Communication demands (telephone/email/face to face)				x
4. Night work			x	
5. Rotational shift work				x
6. Requirement to wear Personal protective equipment/including visors		x		
7. Required to deal with distressing / challenging situations				x
8. Required to deal with anxious/challenging people				x
9. Requirement to work to deadlines				x
10. Requirement to supervise others				x
11. Lone worker	x			
B. Sensory			Yes	No
1. Good vision essential (with or without glasses)			x	
2. Good colour vision is essential			x	
3. Good hearing essential (with or without hearing aids)			x	
C. Additional screening required pre-commencement			Yes	No
1. Undertaking exposure prone procedures e.g. dialysis				x
2. Food Handler				x
3. Exposure to chemical hazards e.g. skin and respiratory irritants {please specify}			x	
4. Exposure to physical hazards e.g. extreme temperature/noise/vibrations {please specify}			x	
5. Exposure to biological hazards e.g. viruses, bacteria, medical waste, animal handling {please specify}			x	
6. Classified worker under the Ionising Radiation Regulations				x
D. Additional immunity/screening post commencement			Yes	No
1. Contact/access to patients			x	
2. Contact/handling clinical specimens			x	

GENERAL INFORMATION:



TRUST VISION AND VALUES

The Trust is clear on its vision and values and aims to make sure that they are reflected in all areas of activity. Our vision is simple; To **Deliver the Best in Care**. Our values apply to every member of staff. They are to treat all with **respect**, to take personal and team **responsibility**, to look to improve the way we do things (**innovation**) and to act with **honesty** in all we do.

TRUST POLICIES AND PROCEDURES

The post-holder will be required to comply with all policies and procedures issued by and on behalf of University Hospitals Birmingham. In addition if the post-holder is required to work at other organisations premises they must adhere to the specific policies relating to the premises in which they work. All policies and procedures are available on the Trust Intranet and post holders must make themselves familiar with these.

CLINICAL GOVERNANCE & RISK ASSESSMENT

The post-holder must be aware of and ensure compliance with the Trust's Clinical Governance systems and Risk Management systems.

CONFIDENTIALITY

Your attention is drawn to the confidential nature of information collected within the NHS. The unauthorised use or disclosure of patient or other personal information is a dismissible offence and in the case of computerised information could result in a prosecution for an offence or action for civil damages under the Data Protection Act.

DATA PROTECTION

If required to do so, the post-holder will obtain, process and/or use information held on a computer in a fair and lawful way; and hold data only for the specified registered purposes and to use or disclose the data only to authorised persons or organisations.

EQUAL OPPORTUNITIES AND DIVERSITY*

University Hospitals Birmingham is striving towards being an equal opportunities employer. No job applicant or member of staff will be discriminated against on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status or on the grounds of disability or sexual preference.

As a member of staff at University Hospitals Birmingham the post-holder will have a personal responsibility to ensure that he/she does not discriminate, harass or bully, or contribute to the discrimination, harassment or bullying of a colleague or colleagues, or condone discrimination or harassment by others.

Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job.

The post-holder is also required to co-operate with measures introduced to ensure equality of opportunity.

As a manager the post-holder will be responsible for promoting and ensuring that the Trust's Equal Opportunities in Employment Policy is implemented and that staff under his/her control are aware of their equal opportunities responsibilities.

HEALTH AND SAFETY *

The post-holder must make him/herself aware of the responsibilities placed on them by the Health and Safety at Work Act [1974] to ensure that the agreed safety procedures are carried out to maintain a safe environment for other members of staff and visitors.



As a Manager the post-holder is accountable for implementing and ensuring compliance, across his/her own area of responsibility, with the Trust's Health and Safety Policies and Procedures. This includes responsibility for fostering a safety culture in which health, safety and related issues are seen as essential and integral parts in the service activities.

The post-holder must adhere to the health and safety rules and procedures of the Trust. He/she has a legal duty to use safety devices and equipment provided.

All staff will receive a general introduction to health and safety at work as part of their induction. They will also be given advice on fire, security and lifting procedures.

MAJOR INCIDENT OR FLU PANDEMIC

In the event of a flu pandemic or major incident, the post holder may be asked to undertake other duties not necessarily commensurate to the banding of this role. This could include duties in any part of the hospital. Prior to undertaking any duties, the member of staff will have full training and induction. No member of staff will be asked to undertake duties for which they are not competent or where they feel unsafe in their environment or could put patients or themselves at risk.

NO SMOKING POLICY

The Trust has a no smoking policy. Staff are only permitted to smoke in designated smoking shelters. Members of staff must not smoke inside any of the Trust's premises nor in any vehicle used on Trust Business. Members of staff must adhere to the Trust's Uniform Policy and therefore any uniforms must be covered whilst smoking.

PUBLIC SERVICE USER AND CARER INVOLVEMENT

Under Section 11 of the Health and Social Care Act we have a duty to involve patients and the public at all levels within the organisation. The post-holder will be required to recognise and value the benefits of listening and responding to patients and recognise that the patients experience is the catalyst for doing things differently to improve the way we deliver services.

UNTOWARD INCIDENTS

The post-holder must take responsibility for incident and near miss reporting and must ensure they adhere to all departmental policies and procedures.

REVIEW OF THE ROLE

This job description will be subject to review and amendment, in consultation with the post holder, to meet the changing needs of the service and the organisation.

This role profile is designed to identify principal responsibilities. The post holder is required to be flexible in developing the role in accordance with changes within the Trust's management agenda and priorities. Although this is a list of the key responsibilities of the post it is expected that the post holder and manager will develop and define the detail of the work to be undertaken.

The Trust is committed to equal opportunities, providing opportunities for flexible working and is a no smoking organisation.

* Please delete the appropriate Equal Opportunities statement and Health and Safety statement dependant upon the level of the job description being compiled.

Name of Post Holder:

Signature of Post Holder: **Date:**

Name of Manager:

Post Title of Manager:

Signature of Manager..... Date:

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