

North East London NHS Foundation Trust

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People first

Prioritising
quality

Progressive,
innovative, and
continually
improving

Professional
and honest

Promoting
what is possible
- independence,
opportunity,
and choice

JOB DESCRIPTION & PERSON SPECIFICATION

ADULT INPATIENT CONSULTANT PSYCHIATRIST

10 Programmed
Activities (PAs)

Turner Ward (1)
Goodmayes Hospital
Ilford

Replacement post

LON NE-CO-STH-2023-01590 (Approved)



06.11.2023 - 05.11.2025

Best care by the best people

Messages from our senior leaders:

Chief Executive Officer



Paul Calaminus

Thank you for showing an interest in working at NELFT. I am very proud to be the Chief Executive, working with so many amazing colleagues across the organisation. We provide mental health and community services to over 4.9 million people across northeast London, Essex, and Kent. Our aim is to deliver the best care by the best people. We are focused on working collaboratively to enable our colleagues to improve outcomes for our local communities through innovation and integration. We have invested £2.4 million pounds in clinical leadership, to ensure the clinical voice is heard. Our strong track record of operational and financial management allows us to this, investing in the development of our workforce as well as our services, particularly in the digital space.

At NELFT we strive towards a culture that is both just and compassionate for those we care for and for our colleagues. We firmly believe that respecting and valuing diversity, and engaging our workforce and our patients, improves patient experience and outcomes.

We aim to care for our colleagues as much as we do our patients and the health and wellbeing support, we have in place is testament to this. Our staff survey demonstrates that these are not just words but are a widely shared set of beliefs.

As a mental health and community trust we believe very strongly in partnership working. We have a well-established track record of collaboration with neighbouring healthcare organisations and local authorities that has enabled us to develop improved pathways of care and better outcomes for patients.

I hope that as you read this job description and the supporting information that you will consider a career with NELFT. It will be one that I have every confidence will be rewarding and fulfilling and will make a huge difference to the quality of life for those that we serve. I do hope I get the privilege of working alongside you in the future. Regards, Paul.

Chief Medical Officer / Responsible Officer



Dr Caroline Allum

Caroline.Allum@nelft.nhs.uk

I would like to thank you for your interest in NELFT and wish you every success in your application.

We have a strong Medical Leadership team and believe the Clinical voice is key in driving best care in NELFT.

We are an innovative organisation and are actively engaging in exciting projects across the region, Integrated Care Systems, and within our organisation to make services better for our residents and patients. We hope you will play a key part in continuing our journey.

I look forward to meeting you. Regards, Caroline.

Best care by the best people

Medical Director



Dr Vincent Perry

Vincent.Perry@nelft.nhs.uk

Thank you for taking an interest and hopefully applying for a medical role in NELFT.

I have worked in NELFT for the past 20 years and cannot see myself working for another Trust. NELFT have provided me with several opportunities throughout the years to grow and develop, which will be the same for you.

We have a robust medical appraisal system, which is recognised as one of the best across London. We have a formidable medical educational department, research department, and Quality Improvement teams.

NELFT is entering a new phase in its service delivery, with several transformation project taking place. We have strong Medical Leadership in NELFT, and we are keen for the clinical voice and the patient voice to guide our service delivery decisions and developments. We also remain mindful of best practice.

I hope you will seriously consider becoming a key player in our journey to an Excellent CQC rating. I wish you all the best with your application and interview preparation and look forward to working closely with you. Regards, Vincent.

Medical Director for Inpatient & Urgent Mental Health care NELFT/ELFT



Dr Sarah Dracass

Sarah.Dracass@nelft.nhs.uk

Thank you for reviewing this advertised medical position in NELFT, more specifically in our Acute and Rehabilitation Directorate (ARD).

NELFT is proud of being front runners in its delivery of safe services in the least restrictive way, with well-developed Home Treatment Teams and Crises Services and a small, high quality bed base.

The directorate has a culture of continual learning, innovation, and development, and is currently implementing a mental health transformation plan across our services.

We are experiencing an exciting time within the directorate. We recently had a follow-up visit from HEE, who were very impressed with significant improvements we have made to support our trainee doctors, making their training experience positive.

We are keen to employ enthusiastic doctors to work within the Acute and Rehabilitation directorate, which provides opportunities for learning and development. We hope you will apply for this post and join us in our ongoing journey of innovation and development. Regards, Sarah.

Best care by the best people

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1.1 Job Title:

Adult Inpatient Consultant Psychiatrist

This post is for an Adult Consultant Psychiatrist on an Adult Male Acute Ward (Turner Ward), based at Goodmayes Hospital; Barley Lane; Ilford; IG3 8XJ.

Rationale for post:

This is a well-established post but has been vacant for a while. It is currently filled by a locum consultant. A lot of transformation has taken place already and continues to take place within the Acute and Rehabilitation directorate. This post is currently vacant, and we wish to recruit substantively to this post as soon as possible.

This is a substantive full-time post - 10 Programmed Activities (PAs) post with 7.5 Direct Clinical Contact activities (DCC) and 2.5 Supporting Professional Activities (SPAs).

On-call responsibilities:

The postholder will be part of the Senior Psychiatrist on-call rota covering out of hours and weekends for Mental Health Services in NELFT. The on call will cover service delivery for Adults and Older Adults presenting with mental health problems. This is currently a 1:50 rota with a 3% Category A salary supplement. The Trust also has a Daytime (9am-5pm) Section 136 Medical rota with an approximate frequency of 1 day every 3 months, with all Section 12 approved doctors expected to take a lead on emergency Mental Health Act assessments of Adult and Older Adult cases in the Section 136 suite on the Goodmayes site.

The postholder will have access to a personal designated office (shared with the other Consultant for Turner Ward) based just outside (but very close to) Turner ward, in Sunflowers Court, Goodmayes Hospital.

Accountability:

The postholder will be professionally and clinically accountable to the Medical Director for Inpatient and Urgent Mental Health Services (currently Dr Sarah Dracass), and operationally accountable to both the Medical Director and the Integrated Care Director (currently Joseph Lindo).

The post holder will be a suitably qualified Consultant Psychiatrist with Approved Clinician (AC) certification. The post holder will be a GMC registered clinician responsible for patients allocated to them and will assess, manage, plan, and deliver care.

The post holder will support their peers and team leader and be an effective team member whilst working on their own initiative. They will supervise junior colleagues. They will have a commitment to collaborative working and actively supporting and liaising with other health and social professionals and agencies. You will join another consultant (currently out to advert), 0.4wte Senior Trainee, 1wte Core/GP Trainee, and 1wte Foundation Year Trainee. We are also in the process of securing a Physician Associate for the ward. Supervision arrangement for the trainees will be shared with the other consultant in the team.

The successful candidate will work as part of a multidisciplinary team and provide direct input on clinical cases. The consultant will be expected to provide guidance and

supervision to the team, work directly with adult male patients and their families and liaise as appropriate with community adult consultant psychiatrists.

There will also be the opportunity for the post holder to further develop links already established with the local acute trusts' A&E departments and geriatric services, to continually improve our services.

1.2 Main responsibilities:

1. To be responsible for organising and prioritising own and others workload in the day-to-day allocation of work.
2. To deputise when required in the team manager's absence and delegate appropriately to other medical staff.
3. To have organisational knowledge relating to Trust protocols and procedures and adhere to them.
4. To be responsible for providing accurate records of information required by the Trust for audit purposes.
5. To ensure effective risk management at team level by accident/incident reporting, assessing, and controlling risk and ensuring residual risks are added to the Trust's risk register.

Clinical Skills:

1. To act as an autonomous, registered practitioner who is legally and professionally accountable for own unsupervised actions guided by the professional code of conduct and Trust guidelines and protocols.
2. The post holder will have full registration with a licence to practice on the General Medical Council (GMC).
3. Further professional knowledge will have been gained through accredited courses, workshops, study, and in-house training programmes.
4. To be responsible, and accountable, for service delivery to clients/patients.
5. To be able to assess and develop care plans to meet the complex needs of patients with a variety of conditions. This includes chronic, acute, and palliative care within own competencies, recognising own limitations and seeking advice when necessary. This will include continuously evaluating and acting on outcomes.
6. To be able to initiate referrals to other health professional specialist services and agencies.
7. To provide patients and relatives with information and education thus ensuring they have meaningful choices that promote dignity, independence, and quality of life.
8. To ensure practice is supported by research, evidence-based practice, literature, and peer review.

Training & Supervision:

1. To act as clinical supervisor to junior colleagues (ST), providing effective education, facilitating their development, and promoting high standards of medical care.
2. Ensure junior colleagues are actively supported to enable them to achieve their learning needs.
3. To ensure own continued professional development and support a culture of lifelong learning in self and others.
4. To undertake, and assist, in the planning of own mandatory training and workshops.

5. To undertake a regular appraisal, developing a personal development plan that includes clinical competencies reflecting the health needs of the local population and relates to Trust strategy.
6. To support new staff and their integration within the team.
7. To support training as part of the role including changes to professional development and implementation of new policies and guidelines.

Education:

1. To provide in-service training to junior doctor, and other members of the multidisciplinary team.
2. To contribute to the teaching of Medical Students and Trainee Doctors.
3. To engage in the weekly Academic Teaching Programme

Administration:

1. To follow good medical practice standards in documenting all assessments of patients and to share necessary information with other health professionals.
2. To provide reports on time.
3. To ensure that all letters and summaries are checked and sent promptly to referring GPs, other colleagues, and agencies.
4. The post holder will ensure that accurate and up to date records are kept of all clinical activity.
5. The post holder will be expected to have good IT skills and to use the Trust's electronic case record system.

Management:

This is not a formal management position, however as a Senior Clinician you are expected to:

1. Support the team manager and other consultants in managing members of the multidisciplinary team to ensure a high level of patient care and ensure patient safety.
2. Act as line manager to all medical members within the team offering clinical supervision as appropriate.
3. Address all areas of clinical governance within the multidisciplinary team. The components of clinical governance include Education and Training, Clinical Audit, Clinical effectiveness, Research and Development, Openness and Risk Management.

Leadership:

1. To participate in the development of an effective team and the development of productive working relationships throughout the Trust.
2. To actively promote professional integrated health working, internally and externally.
3. To facilitate the development of a positive and supportive team culture by taking responsibility for dealing effectively with potential conflict.
4. To take an active interest in working parties and groups within the Trust to develop and improve on service delivery, protocols, and guidelines.
5. To participate in the audit process, linking in with the clinical governance agenda.
6. To advise, encourage and share knowledge utilising the latest research and practice development, through literature and peer reviews.
7. Support the AMD in strategic service development and business planning.
8. Lead compassionately on the evolution of services.
9. Engage patients and staff in the development of services.

Communication:

1. To have a wide range of knowledge in approaches to communicating and managing patient care.
2. To be able to effectively communicate with colleagues, peers, senior managers, and clinical leads within the Trust.
3. To be able to communicate complex patient related information facilitating positive outcomes and ensuring collaborative working.
4. Participate in the review and development of clinical policies and identifies improvements to service provision.

1.3 Provisional Job Plan:

Specimen Timetable:

	AM	Type of Activity	PM	Type of Activity
Monday	MDT Ward Review	DCC	Audit/QI	SPA
Tuesday	Ward Review	DCC	Clinical administration / MH Review Tribunals	DCC
Wednesday	Ward review Clinical administration	DCC DCC	CPD	SPA
Thursday	Ward Review Clinical administration	DCC DCC	Supervision (CT/ GPVTS / FY) Clinical administration	DCC DCC
Friday	Ward review	DCC	Clinical administration Quality Improvement	DCC SPA

The final Job Plan (within the terms of the New Consultant Contract) will be agreed with the Associate Medical Director (AMD) and in consultation with the Integrated Care Director after a period of induction after commencing the post. The post holder should recognise that the job will evolve as teams develop, and the post holder should be willing to adapt to change when this becomes necessary. The typical split in DCC to SPA is 7.5 to 2.5.

The postholder will at a minimum, have annual Job Planning with the Medical Director. This will be with or without the Integrated Care Director or Deputy Director. Timely job plan review will take place with the line manager when there are proposed workload changes to support safe working and identify the need for any additional support (e.g., unexpected request to cover a unit/ward/service in addition to current workload). The postholder's Personal Development Plan (PDP) from their last annual appraisal will form part of this process. The Trust's requirements will also form part of the job planning process.

1.4 Office, Admin, and IT Facilities:

The postholder will have access to a personal designated office (shared with the other Consultant for Turner Ward) based just outside (but very close to) on Turner Ward, in

Sunflowers Court, Goodmayes Hospital. The office contains two desks and two desktops. This is a spacious office and provides sufficient room for two Consultants.

NELFT is promoting agile working for its workforce, and therefore the post holder will also have access to a laptop and a smartphone, to be discussed with the Associate Medical Director.

The post holder will receive dedicated admin support from the medical administrators (1wte medical secretary).

During induction the post holder will be given all the necessary training to use our software systems. The post holder will have full support from our well-established Healthcare Informatics department, which is available 24/7 to deal and support any IT queries. The post holder will also have internet access to e-mails, Trust policies and other information.

1.5 Other Aspects of the post:

Appraisal and Revalidation:

The post holder will be required to engage in the annual appraisal process in line with Trust policy and GMC guidelines. The Revalidation and Appraisal Lead will allocate an appraiser to the post holder. NELFT will be the post holder's Designated Body for the purposes of Revalidation.

Necessary Registrations:

The post holder must be registered with the GMC and have a licence to practice. It is mandatory that the post holder have Approved Clinician (AC) status. The post holder must have CCT or equivalent qualification. It is also the post holder's duty to ensure that their training and registration remains up to date.

CPD:

NELFT appreciates the importance of; and supports all our consultants to undertake regular Continuous Professional Development (CPD) and make sufficient provision for this within their job plans. There is strong support from the Trust for CPD and the Trust offers free subscription to CPD Online from the Royal College of Psychiatrists.

The post holder will be expected to develop and maintain a programme of personal Continuing Professional Development, and to enrol for CPD with the Royal College of Psychiatrists and annually submit documents to support their CPD activities. The post holder must maintain good standing with the Royal College of Psychiatrists for CPD.

The post holder will typically have up to 2.5 PAs per week for Supporting Professional Activities (SPAs). Professional/study leave of up to 10 days per year (or 30 days over 3 years) will be made available for this purpose in accordance with the Terms and Conditions of Service. The post holder will also have access to a study allowance of £1000 per year (or £3000 over 3 years). Professional/study leave may include conferences, courses, shadowing, delivering, or receiving teaching/training, paper writing, fieldwork, and examining and private study leave.

As part of CPD the post holder will be encouraged to attend the weekly local Academic Teaching Programme. The post holder will be expected to become part of a Peer

Reference/Support Group with a group of peers drawn from within NELFT, in order to discuss and review complex/challenging clinical cases and to provide support in achieving their Personal Development Plan.

Research and development (R&D):

Research is not mandatory in this role but would be encouraged if the postholder has a specific interest in research.

The R&D Department is responsible for a sizable portfolio of mental health and community health studies. The Department of Health has consistently rated NELFT research as strong with major research grants and high-quality peer reviewed publications. NELFT has a growing number of NIHR portfolio research studies. The R&D Strategy approved by the Trust Board focuses on attracting and retaining high quality staff, increasing the business base, developing and informing the service model, enhancing the academic culture, boosting grant funding, supporting research, and developing partnerships and reputation.

NELFT encourages high quality research by providing access to high quality academic supervision, training, and statistics and methodology assistance. In addition, there are workshops, open days, and funding to support higher degree courses with a major research component. The R&D Department also manages research governance procedures to ensure good practice in research. There are regular updates through a newsletter, email, and the R&D website. Researchers are welcome to approach R&D for advice and support. The postholder will be encouraged to pursue research, with the possibility of linking this to the programme of such activity conducted within the Trust Research and Development Department headed by Dr Russell Razzaque or with other academic centres.

Library Services:

Aubrey Keep Library (based at Goodmayes Hospital) provides library and knowledge services to NELFT staff, and staff of other subscribing organisations. NELFT staff based in Essex can also access a full library service from Basildon healthcare library.

Aubrey Keep Library supports the provision of high quality, innovative, health and social care services in the local health economy by enabling access to the best available evidence and empowering health and social care staff to develop their evidence-based practice skills. The library also offers computer access, colour laser printer, photocopier and scanner, quiet study space, and support with literature searching and current awareness. A professionally qualified librarian and an experienced library assistant staff the library and are always happy to help.

It stocks around 2,500 print books and takes 40 print journals. Many resources are available electronically. Library staff will provide information and assistance by phone or email wherever possible. The library has access to the print collections of all other NHS London Libraries and over 100 other psychiatric libraries through reciprocal lending and document supply schemes.

Medical Education Department:

Dr Peter Carter who is the Director of Medical Education (DME) leads the Medical Education Department. Dr Luca Polledri is the postgraduate tutor for higher and foundation trainees; Dr Gemma Hopkins is the postgraduate tutor for Core and GP Trainees. Dr Bini Thomas is the Simulation Training Lead. Dr Montserrat Fuste is tutor for SASG doctors.

Our Less than Full Time champion is Dr Amber Selwood. There is a Supported Return to Training Champion (SuppoRTT) Dr Sonali Gupta.

The NELFT medical education department delivers undergraduate and postgraduate (core and higher) education and training. Our dedicated medical education team provides professional support to our trainees and members of staff. Due to our geographical context, our medical education department has key relationships with two health education bodies, Health Education North Central and East London (HENCEL) and Health Education East of England (HE EOE), which liaise with us to provide high quality education and training to doctors in the trust. We also work with University College London Partners (UCLP).

We attract doctors of the highest calibre to enjoy excellent training in a friendly, nurturing environment. They range from FY trainees to higher specialist trainees mainly in psychiatry but also in Paediatrics, Geriatrics and Audio-vestibular medicine.

NELFT medical education department has a very active simulation training programme not only benefiting NELFT staff but also open to staff from neighbouring acute trusts and psychiatry trainees from the 5 mental health trusts in the region. The department runs a separate monthly CPD afternoon for Consultants and SASG doctors. The department is supported by 2 medical fellows, one nurse fellow in education and 3 postgraduate tutors. Consultants have plenty of opportunities to contribute and develop their educational interests.

NELFT is actively involved in teaching Undergraduate medical students, providing 4th Year Psychiatry placements and 2nd year “Medicine in Society” placements for students from Barts & The London School of Medicine and Dentistry, Queen Mary, University of London and a smaller number of 4th year Psychiatry placements for students from University College London (UCL). Doctors may also choose to offer optional “special interest” sessions to 4th year medical students and Selected Study Components to 5th year students who wish to study, in depth, areas of particular interest to them. There are opportunities for interested medical staff to teach on the formal medical school lecture courses.

The Undergraduate Tutor – coordinates placements within the Trust and recent faculty development have seen the appointment of Fellows in Medical Education and provision of “Teaching the Teachers” training courses.

Undergraduate and postgraduate teaching commitments are acknowledged and timetabled within the formal job planning process.

Several of our consultants are also Educational Supervisors, which is coordinated by the Director of Medical Education, and in liaison with the relevant Training Programme Directors and Postgraduate Tutors.

We have been successful in several bids for funding to improve our medical education facilities. We run a Leadership Course, which is approved by the Institute of Learning Management for senior trainees and have received funding to run a management course for junior trainees. In the past we have run Leadership Programmes for staff grade doctors as well.

Audit/Quality Improvement (QI):

The post holder will be expected to participate and complete audit/quality improvement projects.

Clinical audit at NELFT is a clinician led quality improvement activity where medical staff have the opportunity to show leadership, make decisions, organise, and motivate other team members for the benefit of service users.

Clinical audit is a vital area of activity for both trainees and more senior staff and will be a key area under revalidation, as you will be required to provide:

- Evidence of participation in clinical audit
- Evidence that you have reflected on the results of clinical audit
- Evidence that you have acted on the results of clinical audit. This includes action planning which is also a key requirement at NELFT.

Audits are focussed on specific Trust priority areas for clinical audit determined by consultation with clinical and operational management. Support for medical staff undertaking clinical audit is offered at a number of levels including (where applicable) from: the educational supervisor, clinical supervisor, local directorate clinical audit leads, Trust clinical audit Lead, audit facilitator and stakeholders relevant to the clinical audit. The Post holder will be expected to participate fully in clinical audit activities and to encourage audit amongst other team members to facilitate best practice.

Dr Stephen O'Connor is the Associate Medical Director for Quality Improvement.
Halima Begum is the Trust's clinical lead for Audit.

Mentoring:

The post holder will have the option to access mentoring from an experienced & trained mentor within the Trust and, if additional support is desired, arrangements can be made for supervision sessions from the Associate Medical Director.

Leave:

The annual leave entitlement is 32 days per annum, increasing to 34 days after seven years as a consultant. (Please see table below)

Consultants annual leave entitlement exclusive of public holidays and extra statutory days, is in accordance with the T&Cs 2003 - Schedule 18, as shown below.

Year	Up to 7 years' service completed as consultant	7 or more years completed as consultant
Until 31 March 2004	6 weeks (30 days)	6 weeks (30 days)
1 April 2004 – 31 March 2005	6 weeks (30 days)	6 weeks (30 days) + 1 day
From 1 April 2005	6 weeks (30 days)	6 weeks (30 days) + 2 days

Study Leave entitlement is 30 days to be taken over a 3-year period. Leave should be applied for in line with the Trusts' Annual Leave Policy and Procedure for medical staffing.

Cross-cover:

The two Consultants on Turner Ward (both out to recruitment) will provide cross cover for each other. It is expected that the post holder will provide cross-cover for their consultant

colleague (out to advert) on Turner Ward when he/she is on leave and in urgent situations if necessary. The post holder needs to pre-arrange cross-cover with the other consultant on Turner Ward to cover his/her clinical duties whilst on leave. Arrangements should be stated in the leave application. If it is not practically possible for cross cover to take place the postholder should liaise with the AMD to arrange bank / locum cover.

External Duties:

The Trust supports consultants to take up and carry out external duties i.e., Royal College roles, HEE roles, within the context of job planning.

The post holder is required to:

- Work in accordance with Trust policies and guidelines always,
- Always adhere to the Trust Information Security Policy, in particular ensuring that there are no breaches of confidentiality because of your actions,
- Carry out other duties commensurate with the grade as directed.

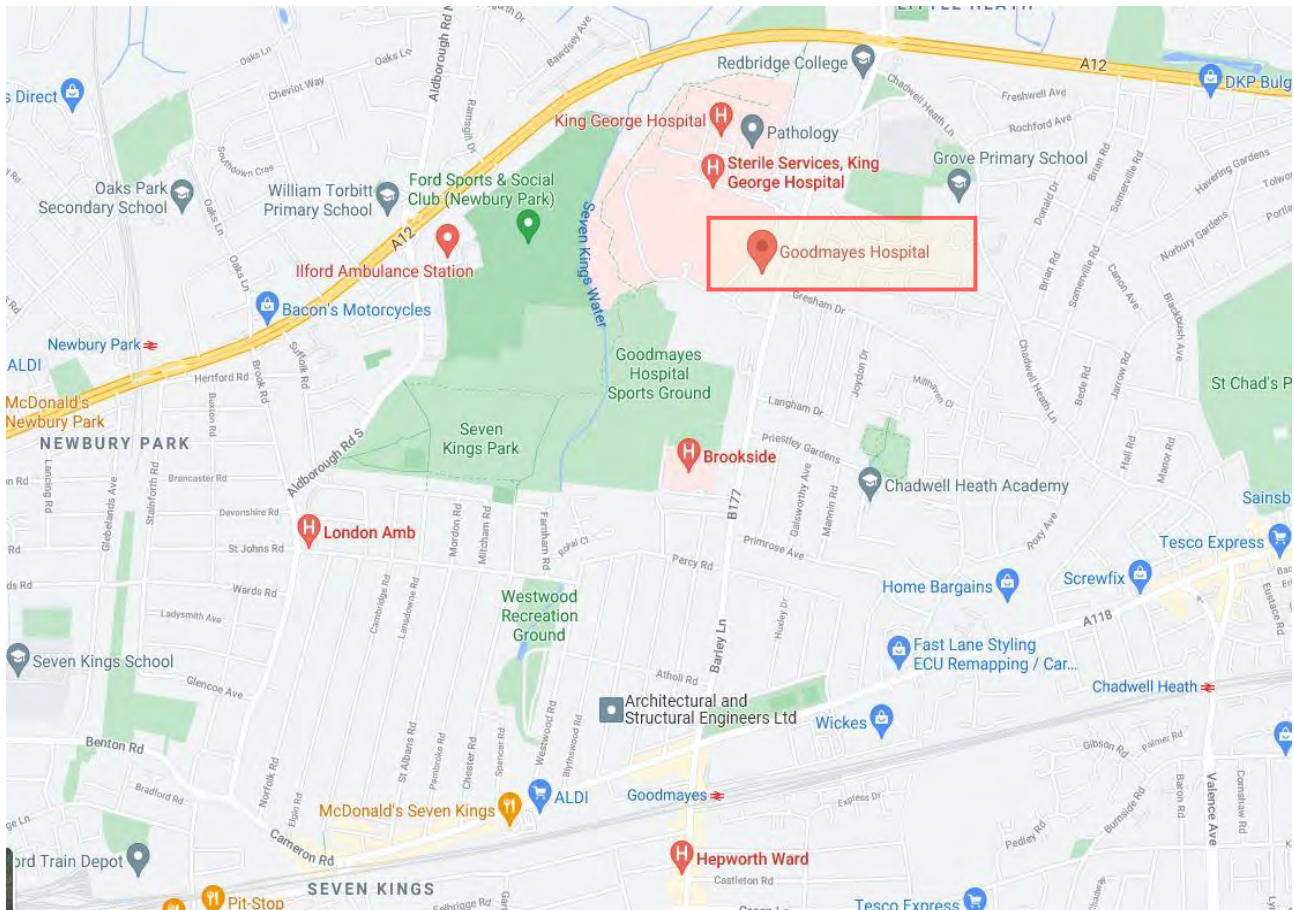
2. Person Specification:

	Essential	Desirable	Measurement
Demonstration of Trust Values			
Putting people first	✓		Interview
Prioritising quality	✓		Interview
Being progressive, innovative, and continually improve	✓		Interview
Being professional and honest	✓		Interview
Promoting what is possible, independence, opportunity, and choice	✓		Interview
Qualifications			
CCT or equivalent. Section 12 Approval or eligibility for it. Approved Clinician status, or eligibility for it. Inclusion in, or eligibility for inclusion in the Specialist Register or within 6 months of obtaining CCT	✓		Application Form Interview
Masters or Doctorate degree. A management qualification. ECDL or equivalent qualification. Experience in strategic development		✓	Application Form Interview
Clinical Experience			
Mastery in the management of a broad range of mental disorders in adults.	✓		Application Form Interview
Experience in managing patients from different cultural backgrounds. Working with interpreters and translators.	✓		Application Form Interview
Knowledge			
An awareness of NHS Plan, NSF, and clinical governance priorities		✓	Application Form Interview

Extensive knowledge of the biological, psychological, and social determinants of mental health disorders and evidence-based management interventions.	✓		Application Form Interview
Up to date knowledge of recent DH documentation and NICE Guidelines.	✓		Application Form Interview
An understanding of Leadership and evidence of how this has been put into practice.	✓		Application Form Interview
Evidence of change management skills		✓	Application Form Interview
Clinical Skills			
Excellent clinical skills. Excellent communication skills both verbally and written. Familiarity with a wide range of theoretical and clinical approaches. Ability to provide medical leadership to the multi-disciplinary team and to function as an active member of the multi-disciplinary team.	✓		Application Form Interview
Clear thoughts on how to involve service users in service development and to provide a service which is experienced as being "service-user friendly".		✓	Application Form Interview
Practical experience in a short-term psychological therapy		✓	Application Form Interview
Organisation and Planning			
Interested in involvement in service development	✓		Application Form Interview
Experience in service development. An understanding of finance flow within the NHS		✓	Application Form Interview
Ability to effectively manage time and plan work independently	✓		Application Form Interview
Teaching			
Experience in training and development of junior doctors and other professional groups	✓		Application Form Interview
Experience and interest in multidisciplinary professional development and training		✓	Application Form Interview
Academic skills			
Experience in audit. A willingness to participate in research	✓		Application Form Interview
Experience in research, and a publication		✓	Application Form Interview
Personal skills			
Enthusiasm Probity Industriousness Flexibility	✓		Application Form Interview

Ability to cope under pressure			
Other			
Competence in IT	✓		Application Form
Basic awareness of IT and IT skills			Interview
Valid driving licence		✓	Interview

3.1 Acute and Rehabilitation Directorate (ARD)



The Acute and Rehabilitation Directorate forms one of the 7 Operational Directorates in NELFT. The other Operational Directorates include Barking and Dagenham; Essex; Havering; Kent; Redbridge; and Waltham Forrest.

ARD is mainly a mental health directorate, however also contains Intermediate Care units for the rehabilitation of the elderly, by our geriatric services.

Unlike the other directorates, ARD provides a service to all of our London based directorates, which includes Barking and Dagenham; Havering; Redbridge; and Waltham Forrest. The directorate manages patients of all ages.

The main purpose of ARD is to manage mental health patients who are in acute crises, and who cannot be safely managed in the community. Most of ARD's activity takes place on the Goodmayes Hospital site, which is in Barley Lane, Ilford, IG3 8XJ. Goodmayes is also adjacent to King George Hospital, which is one of the local acute hospitals.

NELFT's crisis pathway is aligned with the objectives of NHS Long Term MH plan and the least restrictive approach to MH care, which aims to provide MH care locally and to avoid Out of Area Placements (OAPs) where at all possible by ensuring efficient patient flow and bed capacity management. There is a focus on high quality care underpinned by robust clinical governance processes.

ARD has a culture of continual learning and development and is currently implementing a mental health transformation plan across our services. Several service development and QI initiatives are being progressed via our AIMS accreditation programme across our teams.

We have recently created an Integrated Crises Assessment HUB (ICAH) on the Goodmayes site, in order to provide a service to patient with mental health problems who needs urgent assessment as a walk-in facility. This has diverted several patients from presenting at A&Es. This Hub is open 24-7.

We also recently changed two of our inpatient wards to clinical decision units (1 female and 1 male), to allow up to 72-hour stay for patients during which assessments and treatments are undertaken. Following this, patients are or discharged or transferred to a longer stay ward for on-going treatment. This has reduced the need for unnecessary long stay hospital admissions.

Specific projects to improve safe care and the therapeutic environment on our wards are also being piloted, such as the use of body worn cameras and Oxe-health non-contact monitoring devices.

There is a wide range of workforce development programmes on offer to our staff, such as the Relational Security Training and vibrant Staff & Wellbeing resources. Our Forensic Low Secure service was ranked top nationally in 2019 by the Royal College of Psychiatrists Quality Network Forensic Mental Health Services Peer Review (QNFMHS) in terms of compliance with the national standards. We are actively pursuing recruitment to new roles and will have Physicians Associates linked to the wards to augment the care to patients and support to doctors. We are implementing a program of compassionate and collaborative leadership across the organisation, with an emphasis on supporting patients and staff on the wards, as early adopters.

3.2 Composition:

ARD hosts a trail-blazing MH Crisis pathway which includes: 24/7 Mental Health Direct (MHD) line, NHS 111, Street Triage, Psychiatric Liaison teams, HTT, an Integrated Crisis Assessment Hub (ICAH) and Clinical Decision Units (Triage/Assessment wards) based at Sunflowers Court. We also have two Section 136 suites based at Sunflowers Court.

Patients come to HTT from the local GPs, local A&E departments, Mental Health Wellness Teams, Early Intervention in Psychosis teams, Community Intellectual Disabilities team and the police via the Section 136 suite.

Within ARD there are 6 Home Treatment Teams (HTTs). They are:

- Havering, Barking & Dagenham HTT

- Redbridge HTT
- Waltham Forest HTT
- Older Adults HTT (managing patients over the age of 65 years across the Trust)
- Children & Young people (Interact)
- Intellectual Disabilities Intensive Support Team (IST)

Wards within ARD:

Adult		
Picasso	Female: Clinical Decision Unit / Triage / Assessment	20 beds
Ogura	Male: Clinical Decision Unit / Triage / Assessment	20 beds
Kahlo	Female: Redbridge & Waltham Forest	21 beds
Knight	Female: Havering, Barking & Dagenham	21 beds
Turner	Male: Havering, Barking & Dagenham	20 beds
Monet	Male: Redbridge & Waltham Forest	20 beds
Moore	Male: All 4 directorates + 2 LD	12 beds
Titian	Male: Psychiatric Intensive Care unit	15 beds
Morris	Male: Low Secure unit	15 beds
Older Adult		
Cook	Female: Goodmayes	20 beds
Stage	Male: Goodmayes	10 beds
Woodbury	Mixed: based at Whipps Cross	21 beds
Children and Young People		
Brookside	Mixed	18 beds

The Inpatient and Acute directorate also has an ECT department, which provides electroconvulsive therapy 2 days a week (Mondays and Thursdays). The department is run by a dedicated Lead Consultant (Dr S Khawaja), a Lead Nurse (Jackie Cuniffe) and also has supervision from a Modern Matron (Lorna Mess).

The forensic consultant psychiatrist working on the Low Secure Unit provides forensic assessments and opinions to the inpatient wards. We recently launched a Forensic Psychology Service to support the acute wards and community services with forensic assessments and treatment. NELFT also has an agreement with ELFT to provide community forensic services and medium secure beds at the John Howard centre and Forensic risk consultation and advise for our community teams

The 4 London Community Directorates (Havering, Barking & Dagenham, Redbridge, and Waltham Forest) all have the following services:

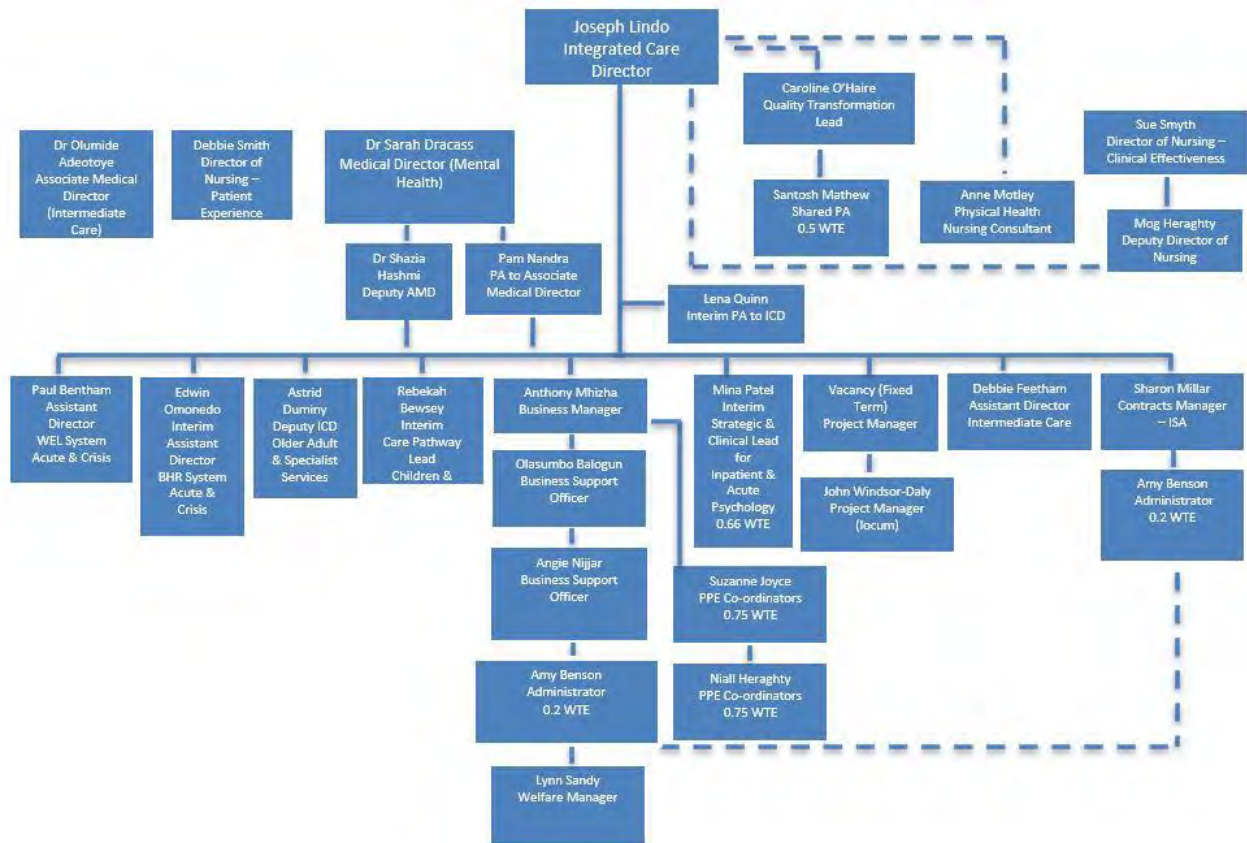
- Community CAMHS services
- Community Paediatric services
- Community Learning Disability services
- Community Adult Mental Health services
- Community Older Adult Mental Health / Memory services

NELFT also provides a psychiatric liaison service to Queens Hospital A&E (Romford), King George Hospital A&E (Ilford) and Whipps Cross Hospital A&E (Leytonstone).

NELFT also has a Trust-wide Eating Disorder service, a Perinatal service, as well as a Personality Disorder service (IMPART).

3.3 Leadership:

Each Operational Directorate is lead by an Integrated Care Director (ICD), Associate Medical Director (AMD), and a Director of Nursing (DoN). We have also appointed Deputy Associate Medical Directorates within the directorates to strengthen Medical Leadership, and provide support to the AMD.



3.4 Turner Ward:

Turner Ward provides inpatient assessment and treatment of all mental disorders associated with the general adult population between the ages of 18 to 65 years. Turner Ward is a male only ward. It has 20 beds. About 80% of patients are under section of the Mental Health Act. The average length of stay target is 21 days. Patients are admitted to the ward via the Home Treatment Team (HTT), and the Acute Crisis Assessment Team (ACAT), who serves as gatekeepers to inpatient care and is also involved in the early discharge of patients from the ward. Turner Ward shares 3 swing beds with the neighbouring female Knight Ward, and in time of bed crisis the 3 beds could be swung to the other ward.

Turner Ward works closely with the HTT to move patients back to the community as soon as possible. A HTT handover meeting takes place every morning to discuss all the patients on the ward in order to identify patients who could be discharged early or go on leave from the ward under supervision of the HTT.

Turner Ward provides services mainly to men from the London Boroughs of Havering and Barking and Dagenham, however occasionally patients from other areas are admitted to Turner Ward if there are a shortage of beds.

Turner Ward is 1 of 3 male acute longer stay wards in NELFT providing mental health services to the four Boroughs of Havering, Barking & Dagenham, Redbridge, and Waltham Forest. The 3 male wards (Turner, Monet and Moore) therefore work flexibly in conjunction with each other when beds for a specific catchment area are not available on the dedicated ward. The wards across ARD support each other in times of staff shortage or when dealing with serious incidents.

All patients on the ward are discussed and assessed weekly during ward review meetings. The medical team sees new admissions within 24 hours of admission. Patients also have regular input from the medical team and nursing team outside of the ward review meetings. Physical health monitoring is high on the agenda, and all patients will have baseline physical health examinations and investigations.

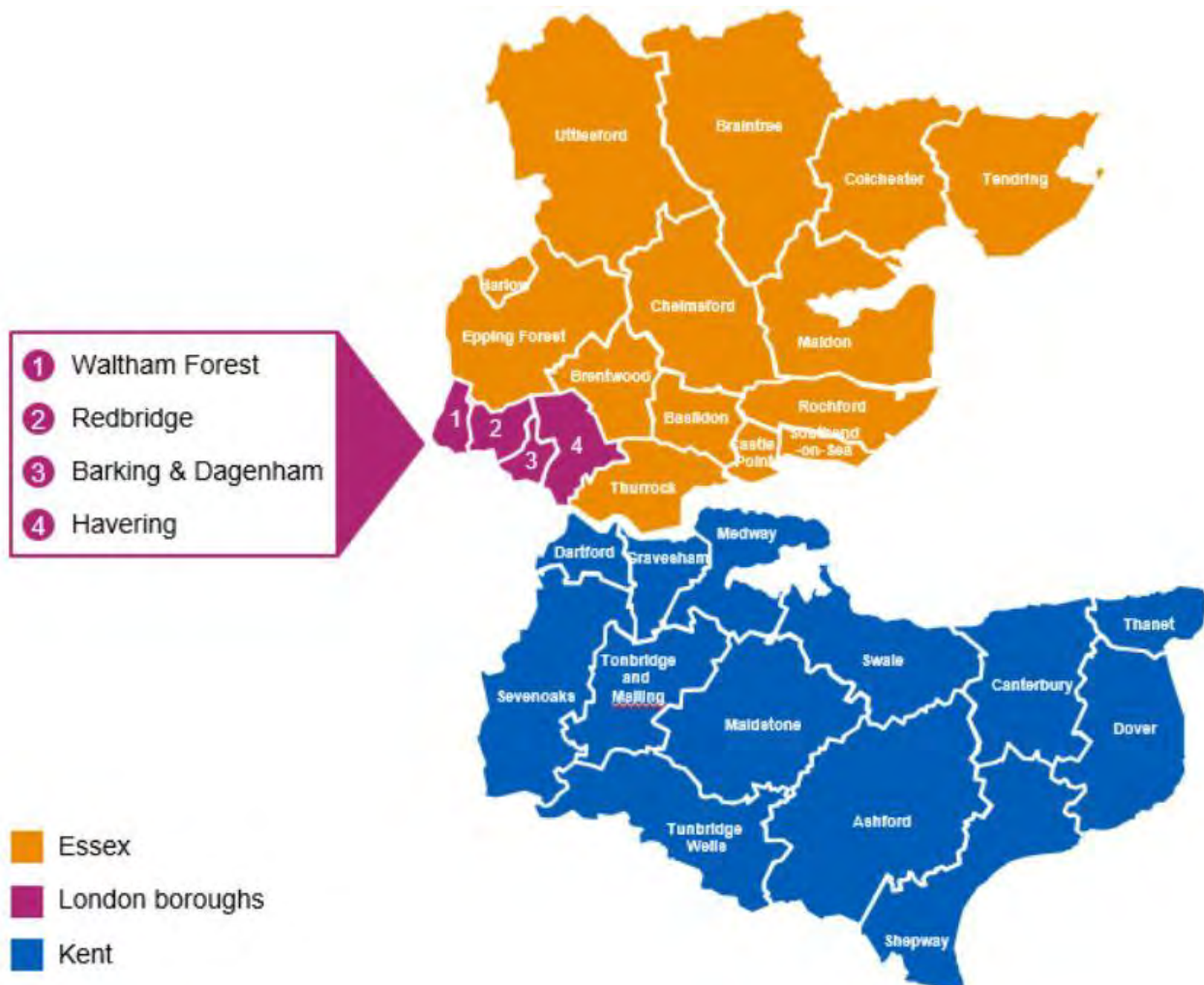
Other meetings on the ward include:

- Business meetings: These monthly meetings focus on management issues on the ward including staff supervision and support. Senior staff members share feedback from the trust wide meetings, and other relevant issues are discussed.
- Quality improvement meetings: This is also a monthly meeting where the functioning of the ward is discussed with an emphasis on quality improvement measures. Changes to improve quality of care are proposed, discussed, and finalised during these meetings.

Turner Ward Team composition:

Ward Consultant	Consultant	2wte
Senior Trainee	ST	0.4wte
Junior Trainee	CT/GPVTS	1wte
Foundation Year trainee	FY1/2	1wte
Physician Associate	PA	0.5wte
Medical Secretary	Band 4	1wte
Ward Manager	Band 7	1wte
Deputy Ward Managers	Band 6	5wte
Staff nurses	Band 5	7wte
OT	Band 6	1wte
	Band 4	0.4wte
Psychologist		0.4wte
Assistant psychologist	Band 4	0.6wte
Health Care Support Workers	Band 3	9wte
Ward Clerk	Band 3	0.8wte

4.1 NELFT Profile:



NELFT provides award winning community and mental healthcare for over 4.9 million people across 2,914 square miles of parts of Kent, Essex and North East London.

We work to ensure our patients, their friends and family, feel confident that their health needs are well met. With an excellent reputation for research and development, and quality improvement, our skilled health professionals are at the cutting edge of evidence-based innovation, opening up the possibilities for better ways of working and delivery of care. Our journey includes significant engagement with our people who use services, and we are an early adopter of the Patient and Carer Race Equality Framework.

We employ over 6,500 staff and operate with an annual budget of more than £490 million in order to deliver the *best care by the best people* across the communities we serve.

We as an organization take pride in our achievements in the Workforce Related Equality Standard (WRES) and have an active Ethnic Minority Network (EMN) for our staff. We also have several other networks, all of which make a vital contribution to our vibrant and inclusive organisation.

We are in the top 10 most improved Trusts in the NHS National Staff Survey, with all ten elements measured in the top quartile of results (2020), and we are in the top four organisations in London for the 2021 NHS National Staff Survey.

Since the introduction of a Freedom to Speak Up Guardians in 2016, nationally the FTSU Index has improved and risen from 75.5% in 2015 to 79.2% in 2020. This news story is even better for NELFT as our 2020 index score is 81.6% which is above region and sector. Our staff are incredibly important to us, and we have focused on ensuring that our staff are well supported. We have developed numerous initiatives across the Trust supporting staff wellbeing (e.g., self-care, work-life balance, stress management, coaching/mentoring) and individuals are encouraged to complete a Personal Wellbeing Plan. Individuals have access to a wide range of benefits which include flexible working, flexible retirement, cycle scheme, gym discounts and other benefits. Teams can access reflective and wellbeing support sessions where they need.

Research and Development is strong at NELFT, and we are the top recruiter to NIHR trials for a MH Trust in the North London Region with over 44 portfolio studies and 14 non-portfolio studies running at the Trust. We are in receipt of circa £2,363,915 in 20/21, over 50% of this income is from research grants that NELFT are leading and sponsoring.

Our Quality Improvement team have trained more than 325 facilitators and 30 mentors in Institute of Healthcare Improvement (IHI) methodology, and we are using QI as the way to drive better services for patients and staff across the organisation. Our commitment to Quality is strong and our journey of improvement ongoing.

We know that Clinical Leadership is key in delivering safe and effective services and the Trust has invested in clinical leadership across all clinical specialities, with £2.4 million earmarked over a three-year period. We have already recruited to many different Clinical Leadership posts to ensure all our services are clinically led and operationally enabled.

We have embarked on a journey to implement a compassionate and collaborative culture across the organisation to ensure staff are supported and patients receive the best possible care.

We have numerous accreditations across our services and are currently rolling out the AIMS program across our adult acute inpatient units, which is an exciting and patient focussed program. Our CAMHS unit in our London service is already part of the Quality Network for Inpatient CAMHS. KMAH is currently in the process of obtaining QNIC accreditation.

We are excited that we are partnering with QMUL to recruit a Professor for CAMHS and a Professor for Paediatrics, in recognition of our commitment to delivering outstanding children's services to our population.

Our mental health services include:

- Specialist inpatient and community-based treatment and care for people experiencing acute mental illness,
- Help for children and young people with emotional, behavioural or mental health difficulties,
- Care for people with dementia,
- Specialist community eating disorder teams,

- Specialist community perinatal teams,
- Specialist community personality disorder teams,
- Support for people with problems associated with drug and alcohol misuse.

Our community services are provided in clinics, hospitals and in people's own homes, and include:

- Care and support for people living with long term conditions such as diabetes,
- Speech and language therapy,
- Health visiting, district and school nursing,
- Specialist community paediatric, therapy and nursing services.

Many services that in other areas may be provided in hospital, such as blood testing, footcare and children's audiology.

We actively sought to develop our stakeholder partnerships locally and are fully engaged in the development of Primary Care Networks, Sustainable Transformation Projects, and Integrated Care Systems. This is led locally by the Integrated Care Directorate leadership teams to ensure that the needs of our local populations are met. Partnership work with our governors, people using our services and our staff is also critical in maintaining momentum and energy for the changes that the future of public services will demand.

Benchmarking of our services and their performance has proved that we are often leading the field. Our focus on high quality and value for money means we are able to play a key role in supporting the local health economy to provide integrated healthcare services for local people.

Area demographics:

Area	Total Population	CYP	Adult	Older Adult
Barking & Dagenham	214,107	58,551	135,749	19,807
Essex	1,800,000	359,000	1,100,000	367,000
Havering	260,651	53,208	160,925	46,518
Kent	1,900,000	367,000	1,100,000	364,000
Redbridge	305,658	76,447	189,938	39,273
Waltham Forest	277,000	66,750	180,250	29,980

For more information on local demographics please utilise the following links:

[Population and demographic data | LBBD](#)

[Essex population stats in maps and graphs. \(plumplot.co.uk\)](#)

<http://www.haveringdata.net>

[Kent population stats in maps and graphs. \(plumplot.co.uk\)](#)

[Redbridge \(Borough, Greater London, United Kingdom\) - Population Statistics, Charts, Map and Location \(citypopulation.de\)](#)

[Statistics about the borough | Waltham Forest Council](#)

4.2 Trust Management & Medical Management structure:

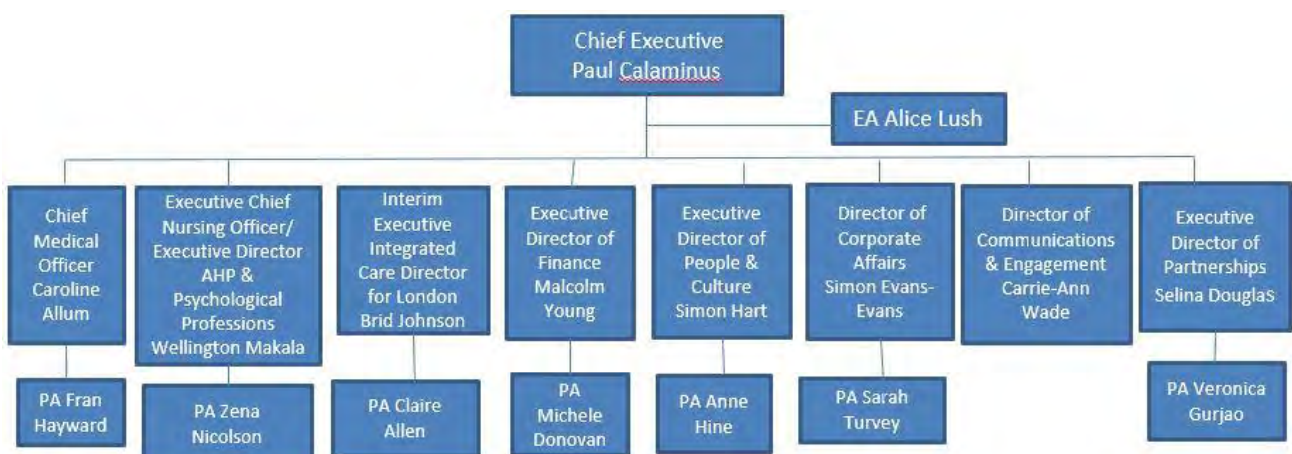
The Trust Board is made up of executive and non-executive directors. They work together to set the strategic direction and priorities for our organisation. They are held to account by our Council of Governors.

The executive directors are also part of our wider Executive Management Team, which is responsible for the day-to-day running of the Trust. Other members of our Executive Management Team attend board meetings.

Our Trust Board:



Executive Management Team:



Chief Executive (Accountable Officer)	Leads the organisation and Executive Management Team Responsible for IT and Performance
Executive Medical Director	Clinical and medical leader working with workforce to improve quality and effectiveness of clinical services
Chief Nurse & Executive Director AHP & Psychological Professions	Lead for Nursing, Allied Health Professionals, Psychological Therapies, Quality, Risk, Patient Safety and responsible director for operational services in Essex and Kent
Director of Operations	Responsible for clinical operations
Executive Director of Finance	Responsible director for finance, business development and transformation
Executive Director of People & Culture	Responsible for workforce resourcing, leadership and organisational development
Executive Director of Partnerships	
Director of Corporate Affairs (Trust Secretary/ Legal Guardian)	Responsible for corporate governance, health and safety, freedom to speak up, charity and Chief Executive office
Director of Communications & Engagement	Responsible for internal and external communication and engagement

Medical Management Structure:

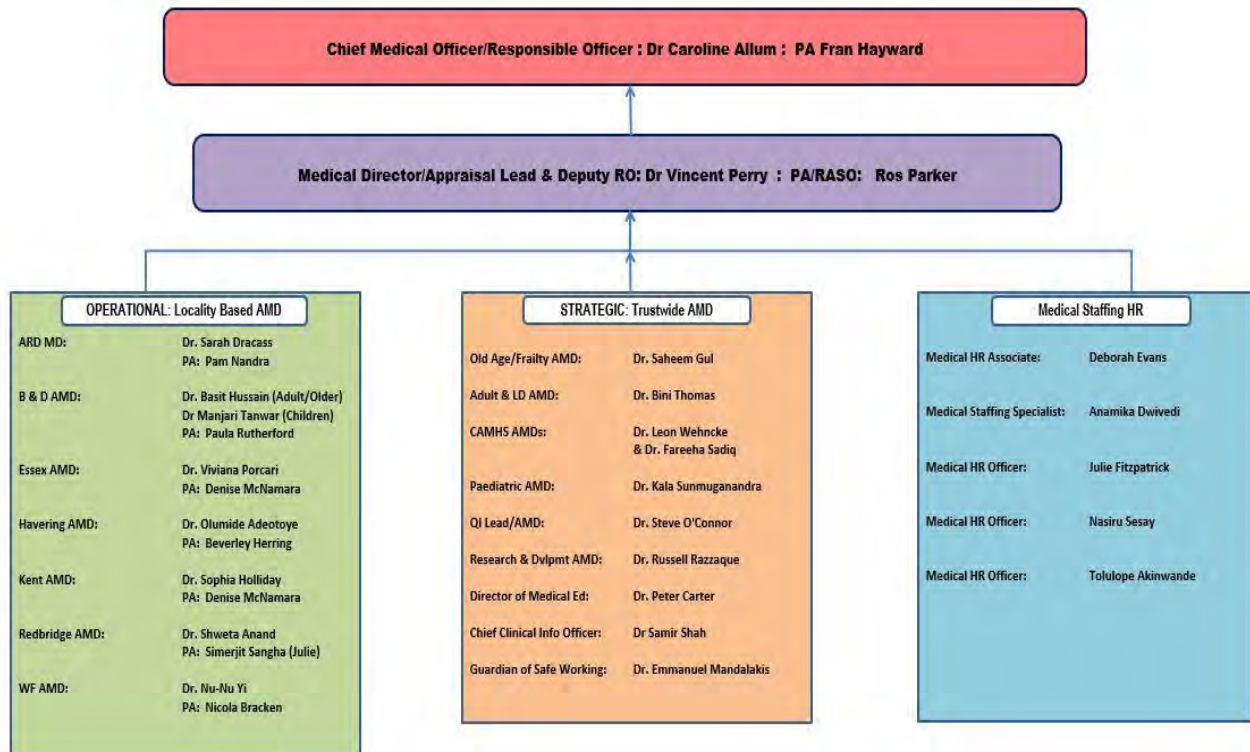
Our Chief Medical Officer is Dr Caroline Allum, who also acts as the Responsible Officer. Our Medical Director is Dr Vincent Perry, who also acts as Deputy Responsible Officer and Appraisal Lead. We have operational Associate Medical Directors who lead in one of the 7 directorates, and we have strategic Associate Medical Directors who lead across the organisation to implement standardised best practice. We have also appointed to Deputy AMD posts in the Directorates, as part of the Clinical Leadership investment.

Our 7 operational directorates include:

- Acute and Rehabilitation Directorate (ARD);
- Barking and Dagenham;
- Essex;
- Havering;
- Kent;
- Redbridge; and
- Waltham Forrest.

Our 3 strategic “Clinical Integrated Groups” include:

- Children and Young People;
- Adult Mental Health and Intellectual Disability; and
- Older People and Frailty.



4.3 Trust values:

NELFT's Trust values are:



Expectation from the post holder:

The post holder will be expected to support their team, department, and organisation to achieve the Trust's values in their day-to-day work.

Best care by the best people

4.4 Just and Compassionate Culture:

At NELFT we commit to a Just and Compassionate Culture for our colleagues and our patients. We will support and promote a culture based on fairness, respect, honesty and trust, ensuring that we have consistent leadership behaviours and styles across the trust. Our vision is to create an engaging place to work and an organisational environment in which you feel valued, supported and where everyone has the opportunity to learn and improve when things don't go to plan.

A Just and Compassionate Culture is a diverse one where you bring your authentic self to work without fear and where all colleagues feel understood and supported by others. Our professional relationships are built on a foundation of mutual respect, trust, and honesty. We are committed to welcoming and making everyone feel valued here at NELFT.

5. Additional Information

Staff Health and Wellbeing:

Managing health and wellbeing is the responsibility of both the employer and the employee. The trust strives to ensure that staff are provided with an environment and opportunities that encourage and enable them to lead healthy lives and make choices that support their wellbeing. We will ensure the following is in place to support all staff:

- Local occupational health service for pre-employment and in-employment support is available. Our Occupational Health provider is OHWorks Ltd. Referral will be by their line manager with their consent.
- There is also access to an Employee Assistance Programme (EAP), which offers employees confidential, independent, unbiased information and guidance on a range of emotional, health and social issues. A range of other support services are available to provide emotional wellbeing support of a short- or long-term nature.
- Access to the WellNEL direct support service for North East London, providing emotional health and wellbeing support.
- Local organisational support for staff following serious incidents is available and teams can access reflective and wellbeing support sessions.
- A wide range of local initiatives/resources are provided to promote workforce wellbeing for example: self-care, work-life balance, stress management, coaching/mentoring, and individuals are encouraged to complete a Personal Wellbeing Plan.
- NELFT has also rolled out regular Schwartz rounds, which has proven popular under staff, and is a good food for thought and personal wellbeing.
- Individuals will have access to a wide range of benefits, which include flexible working, flexible retirement, cycle scheme, gym discounts and other benefits.

All staff will be provided with information on how to access these support resources during induction, and regular updates are also communicated in our Weekly Update Newsletter.

Health & Safety:

Employees must be aware of the responsibilities placed upon them under the Health & Safety at Work Act (1974) and subsequently published regulations to ensure that the Trust's Health and Safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees.

Infection Control:

Each staff member has a duty to take personal responsibility for the prevention and control of infection, in accordance with Trust Infection Prevention and Control Policies, which reflect the statutory requirements of the Health Act 2006 – Code of Practice for the Prevention and Control of Healthcare Associated Infection. They must attend mandatory training in Infection Control and be compliant with all measures required by the Trust to reduce HCAs.

Risk Management:

You will be responsible for adopting the Risk Management Culture and ensuring that you identify and assess all risks to your systems, processes and environment and report such risks for inclusion within the Trust Risk Register. You will also attend mandatory and statutory training, report all incidents/accidents including near misses and report unsafe occurrences as laid down within the Trust Incidents.

Safeguarding children and vulnerable adults:

NELFT is committed to safeguarding and promoting the welfare of children and adults and to protecting them from the risks of harm. The Trust recognises its responsibility to ensure that safe working conditions and systems are in place for staff working with children, adults, and families in their care. Staff are required to comply with Trust policies on Safeguarding.

Standards of Business Conduct & Conflict of Interest:

The NHS Code of Conduct and Standards of Business conduct for NHS Staff require all employees to declare all situations where you or a close relative or associate has a controlling interest in a business [such as a private company, public organisation or other NHS or voluntary organisation] or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. All such interests must be declared in the Trust's register of interests either on appointment or when such interests are gained.

As an employee you are required to make yourself aware of and adhere to the Trust's governance policies, such as Standing Orders and Standing Financial Instructions.

Sustainability:

All staff has a responsibility for delivering high quality healthcare in a low carbon environment, where energy is used wisely and not wasted. It is the responsibility of all staff to minimise the Trust's environmental impact by recycling where possible, switching off lights, computers, monitors and equipment when not in use, minimising water usage and reporting faults promptly.

Smoking Policy:

It is the Trust's policy to promote health. Smoking, therefore, is actively discouraged. It is illegal within the Trust buildings and vehicles.

Codes of Conduct:

NELFT requires the highest standards of personal and professional conduct from all its employees. All employees must comply with the Code of Professional Conduct appropriate to their professional governing body.

As an NHS employee, you are required to observe the following principles:

- Make the care and safety of patients your first concern and act to protect them from risk;
- Respect the public, patients, relatives, carers, NHS staff and partners in other agencies;
- Be honest and act with integrity;
- Accept responsibility for your own work and the proper performance of the people you manage;
- Show your commitment to working as a team member of working with all your colleagues in the NHS and the wider community;
- Take responsibility for your own and continuous learning and development.

Data Protection:

Personal data is protected under the Data Protection Act (1999) and the post holder will ensure that it is securely held and that the requirements of the Act are followed. It is the responsibility of all staff whose jobs requires them to record information in Trust Computer systems (e. g RIO, SystmOne and ESR) to ensure that the data entered into these systems is of high data quality and that information is recorded correctly and in a timely manner. Failure to adhere to this requirement could be considered a disciplinary matter.

Information Security and Confidentiality:

All employees are required to observe the strictest confidence regarding any patient/ client information that they may have access to, or accidentally gain knowledge of, in the course of their duties.

All employees are required to observe the strictest confidence regarding any information relating to the work of the Trust and its employees.

You are required not to disclose any confidential information either during or after your employment with the Trust, other than in accordance with the relevant professional codes.

All person identifiable information must be held in the strictest confidence and should be disclosed only to authorised people in accordance with NHS Confidentiality Guidelines [Caldicott] and the Data Protection Act 1998 unless explicit written consent has been given by the person identified, or where information sharing protocols exist.

Failure to comply with these regulations whilst in the employment of the Trust could result in action being taken under the Trust Disciplinary Policy and Procedure.

Equality and Diversity:

NELFT is committed to the implementation of the Equality and Diversity at Workplace policy which ensures equal opportunities for all. NELFT is also committed to embracing diversity and eliminating discrimination in both its role as an employer and as a provider of services. It aims to create a culture that respects and values each other's differences, promotes dignity, equality, and diversity, and encourages individuals to develop and maximise their potential. The Trust will ensure that it provides equal and fairness for all, and not to discriminate on the grounds of gender, marital status, race/ethnicity, disability, sexual orientation, religion, transgender or gender reassignment status, age, marriage or civil partnership/same sex marriage, and because of you being pregnant or being on maternity/paternity leave. All staff are required to observe this policy in their behaviour to employees and patients/service users.

Key Performance Indicators (KPI):

Each individual and service will be set KPIs and achievement against these will be regularly reviewed. Performance against individual and service KPI's will be routinely monitored by your manager.

Review of this Job Description:

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder.

Other Duties:

There may be a requirement to undertake other duties as may reasonably be required to support the Trust. These may be based at other Trust managed locations.

Amendments:

This is a description of the post as it is at present constituted. In consultation with the post holder, periodic reviews will be carried out to ensure that the job description relates to the job being performed and to incorporate any changes being proposed. It is hoped that agreement can be reached to any reasonable changes. If this is not possible your line manager reserves the right to make changes to the job description in consultation with you.

Who to contact for informal inquiries:

Medical Director: Dr Sarah Dracass

Sarah.Dracass@nelft.nhs.uk

Medical Director: Dr Vincent Perry

Vincent.Perry@nelft.nhs.uk

Chief Medical Officer: Dr Caroline Allum

Caroline.Allum@nelft.nhs.uk

Medical Staffing:

medicalstaffinghr@nelft.nhs.uk