

## Job Description / Person Specification

<b>Role Title:</b>	Locum Consultant Cardiologist with an Interest in Cardiac Imaging
<b>Grade:</b>	Consultant
<b>Contract:</b>	Locum (up to 12 months)
<b>Responsible to:</b>	Clinical Director
<b>Accountable to:</b>	Chief Medical Officer
<b>Location:</b>	University Hospitals Coventry and Warwickshire

### Our Vision, Values and Behaviours

At University Hospitals Coventry and Warwickshire (UHCW) NHS Trust our vision is to be a national and international leader in healthcare, rooted in our communities. Our Organisational Strategy *More than a Hospital* (2022-2030) was shaped by the views of our staff, patients and stakeholders and sets a clear plan for improvements in healthcare.

We aim to deliver the best care for our communities, being exceptional in everything we do. We do this by providing proactive, joined up support for local people and we deliver specialised services for those with the most complex health conditions. We set out to create the best experiences for our staff and work positively in partnership with other organisations to achieve the best healthcare outcomes.

Our vision and purpose are underpinned by a clear set of values that reflect the culture we want to create: *Compassion, Openness, Pride, Partnership, Improve, Learn and Respect*. Developed by our staff, our seven values guide what we do daily. Whatever our role or level, we commit to uphold these values as we work together to deliver world class care.



### Net Zero and Sustainability

UHCW NHS Trust, by virtue of its Green Plan, is committed to ensuring that the way we provide services minimises the impact on the environment and the future health of the public e.g. zero waste to landfill, reducing our carbon footprint and increasing our recycling and reuse percentages.

### Job Summary

This new post, developed in response to an increasing workload and complexity of Multimodality Cardiac Imaging, is intended to increase the capabilities of the Trust to meet the ambitious targets for patients suffering from all forms of cardiovascular disease and in particular to further develop and expand our comprehensive Multimodality Cardiac Imaging service.

We offer one of the region-leading Multimodality Cardiac Imaging services offering the full repertoire of modalities for all indications, including complex, superspecialised techniques such as Complex ACHD Echo/CT/MRI, Legacy Non MRI-Conditional Pacing Device Cardiac MRI, 3D Echocardiography, Non-Ischaemic Exercise Stress Echo, Transcatheter Structural Intervention Echo/CT/MRI and Cardiac PET. We also provide Advanced Cardiac Imaging input to regional hospitals and a range of West Midlands MDTs.

The successful candidate will have the opportunity to work in a new hospital (opened July 2006). Cardiac Imaging equipment over seven years old has been replaced, and the service hardware currently includes contemporary Philips Epiq 3D Echocardiography systems, a dedicated semi-recumbent GE eBike Exercise Bike for Non-Ischaemic Exercise Stress Echocardiography, GE 64 and 256-slice Cardiac CT scanners and a Siemens Aera 1.5T Cardiac MRI scanner.

University Hospital provides tertiary cardiac services for just under 1 million people in Coventry & Warwickshire. As part of a general expansion of Cardiology, the Trust is committed to the development of a full tertiary Cardiac Imaging service at University Hospital. It is envisaged that this service will closely support our partner hospitals in delivering accessible, high quality treatment to the people of Coventry & Warwickshire.

As part of our commitment to patients and delivery of a world class service for all we have created the UHCW Improvement (UHCWi) System in partnership with the Virginia Mason Institute in Seattle; this involves a structured approach to removing waste and putting the patient first using a lean management system and methodologies. Our culture and ways of working reflect and embed the practices and methodologies of UHCWi. You are expected, where identified, to attend and complete relevant training and development opportunities to support this. This may include Lean for Leaders, Advanced Lean Training, and the Human Factors Programme, amongst others. Full attendance and completion of identified courses is considered essential and a prerequisite for this post.

### **Main Aims and Objectives of the Post Clinical**

This new post is part of the Trust's commitment to a first-class, region-leading tertiary cardiology service for Coventry, Warwickshire and beyond.

The successful candidate will have the opportunity to work in a PFI hospital opened in July 2006. All equipment is automatically replaced on a five to seven year cycle, and this includes four state-of-the-art Cardiac Catheter Laboratories.

The successful candidate will be a high-quality Multimodality Cardiac Imaging Cardiologist with board accreditation and broad experience in Transthoracic Echocardiography, Transoesophageal Echocardiography, Stress Echocardiography, Cardiac CT and Cardiac MRI, and will have the opportunity to contribute to the development of these services.

University Hospital provides tertiary cardiac services for just under 1 million people in Coventry & Warwickshire, and has a reputation for a very high quality revascularisation service at regional and national level.

### **Summary of the Cardiology Service**

All Cardiology inpatient work is undertaken at University Hospital in Coventry

- 10 bed Coronary Care Unit (all monitored)
- 24 bed Cardiology ward (for elective and lower risk acute admissions)
- 12 bed Cardiac Assessment Hub also used as day case facility

There are currently three Cardiac Catheter Laboratories on the Coventry site. Procedures include:

- Coronary angiography
- Left and right heart catheterisation
- Coronary angioplasty and stenting
- Rotablation and Shockwave Lithotripsy
- Transcatheter valve interventions: TAVI / Mitral TEER / TMVR
- Septal myocardial ablation

- Percutaneous closure of post infarct VSD and post-surgery aortic root pseudoaneurysms
- Pacemaker, ICD & CRT implantation and extraction
- Full range of electrophysiology procedures including VT ablation.

The Department of Cardiac Investigations provides extensive, contemporary non-invasive diagnostic techniques for the hospital including (a) Cardiac Imaging: Transthoracic and Transoesophageal Echocardiography (including 3D Echo, Contrast, Strain, Complex ACHD, Pre-procedural and Intraprocedural Transcatheter Valve Intervention TOE), Stress Echocardiography (Dobutamine and Exercise, Ischaemic and Non-ischaemic); (b) Cardiac Rhythm: pacemaker & device clinics, CIED MRI support; (c) Others: exercise treadmill testing, ambulatory ECG and Blood Pressure monitoring

“One stop” rapid access chest pain, heart failure, general cardiology and pacemaker clinics are held at the hospital.

There is an active coronary rehabilitation programme, together with a community-based programme for coronary prevention. The departmental research programme is supported by two full time research nurses as well as dedicated clinical fellow sessions.

The department of Cardiology has expanded rapidly and is one of the busiest centres in the West Midlands region. A 24 hour primary PCI service (approximately 400 of the total of 1000 PCI cases per year) has been in place since 2008.

### Departmental Staffing Structure

There are fourteen Consultant Cardiologists, and this is a new post:

	Subspecialty
Dr Shamil Yusuf	Clinical Lead – Consultant Cardiologist
Professor Faizel Osman	Electrophysiologist Consultant
Professor Tarv Dhanjal	Electrophysiologist Consultant
Dr Sandeep Panikker	Electrophysiologist Consultant
Dr Jamal Khan	Imaging Consultant
Professor Prithwish Banerjee	Heart Failure Consultant
Dr Michael Kuehl	Heart Failure Consultant
Dr Thirumaran Rajathurai	Interventional Consultant
Dr Peter Glennon	Interventional Consultant
Dr Luke Tapp	Interventional Consultant
Dr Dawn Adamson	Interventional/ACHD Consultant

<b>Dr Martin Been</b>	Interventional Consultant
<b>Dr Nishant Gangil</b>	Interventional Consultant
<b>Dr Sheraz Nazir</b>	Interventional Consultant

There are five Cardiac Surgeons, and the unit prides itself on close working between Surgeons and Cardiologists. Patients are discussed at a weekly multidisciplinary meeting, and regular joint clinical governance meetings are held.

There are two Cardiothoracic Radiologists that perform Cardiac CT and Cardiac MRI, two Thoracic/General Radiologists that perform Cardiac CT and one visiting Imaging Cardiologist who performs Cardiac MRI. The Cardiac Imaging service prides itself on close working between the Imaging Cardiologist and Radiologists, Cardiac Surgeons, Cardiac Anaesthetists and Cardiac Imaging Cardiologists from neighbouring hospitals.

The work of the Cardiology Department is supported by the following junior medical staff:-

- 6 Deanery Trainee SpR's
- 4 Clinical Fellows
- 6 mixture of FY1s, FY2's, CT1 and CT2's and clinical experience individuals

#### **Details of the Post**

- Contribute to the provision and development of a high-quality Multimodality Cardiac Imaging service through independent practice in Transthoracic Echocardiography, Transoesophageal Echocardiography, Stress Echocardiography, Cardiac CT and Cardiac MRI.
- Work with the Trust management, Primary Care Trusts, Commissioners and referring hospitals to develop a comprehensive Cardiac Imaging service for the population of Coventry & Warwickshire.
- Provide consultant sessions supporting the Outpatient Cardiology service.
- Train, supervise and take professional accountability for non-consultant medical staff in the Cardiology Department
- Contribute to the training and development of staff in the Cardiac Imaging service
- Teach medical students and other health professionals.
- Ensure adherence to departmental, Trust, regional and national policies including patients' charter standards and clinical governance.
- Undertake flexible activities as part of general duties and supporting professional activities.

#### **Details of On Call Cover**

As consultant on-call for the week, the post holder is expected to provide input for new cardiac admissions and review of cardiology patients on cardiac and acute admission wards. This will require sessional on-site in-reach on Saturday and Sunday mornings with support from a dedicated junior doctor and cardiac nurse practitioners.

## Duties and Responsibilities

The principal activities of the post will be:

- Liaise with Trust management, the Cardiac Network, Integrated Care Systems, Commissioners
- Perform Transthoracic Echocardiography, Transoesophageal Echocardiography, Stress Echocardiography, Cardiac CT and Cardiac MRI on their dedicated imaging lists, with the assistance of Echocardiography Cardiac Physiologists and Cardiac Radiographers
- Contribute to Cardiac Imaging administration tasks including vetting of imaging requests, scheduling of advanced imaging studies, and providing expert advice and in-reach to Transthoracic Echocardiography, Transoesophageal Echocardiography, Stress Echocardiography, Cardiac CT and Cardiac MRI queries
- Contribute to the training and development of Echocardiography Cardiac Physiologists, Cardiac MRI and CT Radiographers, and Cardiology and Radiology Cardiac Imaging Fellows
- Partake in Cardiac Imaging-based MDTs (Echocardiography, Cardiac MRI, TAVI, General Cardiac
- Contribute to the training and development of staff in the Cardiac Imaging service, including Echocardiography Cardiac Physiologists, Cardiac MRI and CT Radiographers, and Cardiology and Radiology Cardiac Imaging Fellows.
- Develop and implement appropriate outcome measures to assess the effectiveness of the Cardiac Imaging service provided at University Hospital.
- Work closely with Cardiologists throughout the area to ensure equality of access for patients from outside the immediate Coventry area.
- An additional sub-specialist interest of value to the department is strongly encouraged.
- Participate in the affairs of the Cardiac Department and the speciality of Cardiology.
- Supervise, teach and train junior medical staff, nursing staff and medical technical officers.
- Participate in a regular programme of clinical audit and CME.
- Teach medical students who attend from the University of Warwick.
- The successful applicant will be encouraged to undertake research.

## Job Plan (General Guide)

This is an example timetable and subject to change.

Day	AM	Hours	PA	PM	Hours	PA
<b>Monday</b>	0900-1300 Core SPA	4	1	1300-1700 Cardiology Outpatient Clinic DCC	4	1
<b>Tuesday</b>	0830-1230 Complex Echo (TOE/Stress) List DCC	4	1	1230-1330 Echocardiography MDT DCC 1330-1530 Complex Echo Reporting DCC 1530-1630 Cardiac MRI Reporting DCC 1630-1730 Clinical Admin DCC	1 2 1 1	0.25 0.5 0.25 0.25
<b>Wednesday</b>	0900-1300 Cardiology Outpatient Clinic DCC	4	1	1300-1400 TAVI MDT DCC 1400-1730 Cardiac CT List	1 3.5	0.25 0.875
<b>Thursday</b>	0900-1100 Cardiac CT Reporting DCC 1100-1230 Cardiac MRI Reporting 1230-1300 Clinical Admin	2 1.5 0.5	0.5 0.375 0.125	1300-1400 Cardiac MRI MDT 1400-1700 Cardiac MRI List DCC 1700-1730 Clinical Admin	1 3 0.5	0.25 0.75 0.125
<b>Friday</b>	0900-1300 Cardiac MRI List DCC	4	1	1300-1400 Cardiac MRI Reporting DCC 1400-1500 Cardiology MDT DCC 1500-1600 QIPS/M+M Core SPA 1600-1700 Consultant Meeting Core SPA	1 1 1 1	0.25 0.25 0.25 0.25
<b>On-Call</b>			0.5			
<b>TOTAL</b>			<b>11</b>			

Duty	Hours Per Week	PA
MRI List	7	1.75
MRI Reporting	3.5	0.875
CT List	3.5	0.875
CT Reporting	2	0.5
Complex Echo List	4	1
Complex Echo Reporting	2	0.5
Cardiology Clinic	8	2
Clinical Admin	2	0.5
Core SPA	6	1.5
MDT	4	1
On-Call	2	0.5
<b>TOTAL</b>	<b>44</b>	<b>11</b>

## Annual Leave/Study Leave

Doctors upon first appointment to the Consultant grade shall be entitled to annual leave at the rate of 32 days a year. Doctors who have completed a minimum of 7 years' service as a Consultant shall be entitled to annual leave at the rate of 34 days per year. The annual leave allowance will be based on a full-time contract of 10 PAs. Additional PAs above 10 PAs will not accrue additional entitlements to

annual leave over and above the full time allocation. For consultants working part-time, the full-time entitlement will be pro-rated in accordance with contracted PAs.

Professional and Study leave includes but is not restricted to participation in:

- Study, usually but not exclusively or necessarily on a course or programme
- Research
- Teaching
- Examining or taking examinations
- Visiting clinics and attending professional conferences
- Training

The appointee will be entitled to 30 days of Study/Professional Leave across a 3 year fixed period with a set budget.

### **Appraisal, Revalidation and Mentorship**

- The Trust has the required arrangements in place, to ensure that all Doctors have an annual appraisal with a trained appraiser and supports all Doctors going through the revalidation process.
- A formal review of the job plan will be performed at least annually. Appropriate educational and training needs will be supported by the Trust in, as agreed with the LNC (for example the approval and funding of study leave). An annual job plan review at individual and departmental level is being introduced. You will be expected to participate in this exercise.
- The trust also supports the requirements for continuing professional development and is committed to providing time and financial support for these activities.

### **Office and Secretarial Support**

The successful applicant will have a shared office with facilities including a desktop PC and access to printing. Access to dedicated Echocardiography, Cardiac CT and Cardiac MRI analysis software will be provided on specialised computers. The post holder will be provided with a trust laptop/desktop computer with access to imaging reporting software to allow home reporting, in line with Trust and Cardiac Imaging values. The post holder will share a team of secretarial and administrative staff supporting the Cardiologists.

### **Summary of Supporting Professional Activities**

Supporting professional activities will include audit, formal teaching, management activities and CPD. This is a provisional job plan and will be confirmed according to the successful candidate's sub specialist interest and mutual agreement with the Clinical Director and Lead Clinician as appropriate.

### **Continual Professional Development (CPD)**

Attention and aspiration to lifelong learning will be supported by the specialty group and the Trust to demonstrate safe and knowledge clinical capabilities.

The post holder will have a reflective approach to their own practice and will agree a programme of continuing professional development which meets his/her and service provision requirements.

Consultants must complete a revalidation ready appraisal annually and undertaking multisource feedback at least once every five years in order to meet the requirements for revalidation.

### **Management and Administrative**

Undertake administrative duties associated with the care of their patients and the running of clinical areas.

Lead and manage the team through adaptable, visible and modest leadership to ensure a committed approach is achieved. Standards will need to be driven by improvements with clear and explicit direction, encouraging constructive feedback and challenge from those involved.

Produce and support solution-focused decisions based on fact and not anecdote through recognising the value of involving different professional contributions, applying your knowledge appropriately.

Demonstrate financial awareness and understand the impact of your and your team's decisions.

Delegate tasks effectively and appropriately with realistic expectations of others.

Comply with Health and safety policies and procedures.

### **Research**

The Trust welcomes and encourages research as a high-profile activity that compliments the service provided, the emphasis being on studies that fall within the National Institute of Health Research portfolio.

The Speciality recognises that high quality research is an integral part of development and quality care and undertakes to support and encourage such activities wherever possible.

### **Clinical Audit and Governance**

The Trust is committed to providing patient care of the highest quality. Job plans are constructed to allow practical sessional commitment for medical audit, clinical governance and continuing medical education. The post holder will be required to participate in clinical audit activities including clinical audit meetings.

The post holder will have an objective team approach to and participation in the specialties efforts to monitor and improve standards and critical incident whilst actively supporting evidence -based guideline implementation.

### **Teaching**

The post holder will be required to participate fully in the education and training of medical students, trainee doctors, paramedical, nursing and other appropriate staff. Providing honest and constructive feedback in a supportive learning environment, teaching by example and encourage trainees to be curious.

### **Job Planning**

A formal job plan will be agreed between the appointee and their Clinical Director on behalf of the Medical Director within six months of the commencement date of the appointment. The job plan should be reviewed annually. It will cover all aspects of a consultant's professional practice including clinical work, teaching, research, education, and managerial responsibilities, including a clear schedule of commitments, both internal and external. It should include personal objectives, including details of their link to wider service objectives and details of the support required by the consultant to fulfil the job plan and the objectives.

Consultant appointments are made to the University Hospital Coventry & Warwickshire NHS Trust; as services are developed and changed, the base of posts may alter and any employee of the Trust will be expected, within an agreed clinical strategy, to move his/her sessions as the service requires. Your attention is drawn to the fact that the post advertised may include routine evening and weekend working as part of the working arrangements for the new hospital the details of which are currently under discussion. The specific scheduling of such activities would be subject to mutual agreement and may be agreed later in the future.

## Person Specification

**Job Title:** Locum Consultant Cardiologist with an Interest in Cardiac Imaging

### Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Essential	Desirable
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• MBChB or equivalent</li> <li>• MRCP or equivalent</li> <li>• Full GMC registration</li> <li>• BSE/EACVI Accreditation in Transthoracic Echocardiography</li> <li>• BSE/EACVI Accreditation in Transoesophageal Echocardiography</li> <li>• EACVI/SCMR Level 2 accreditation in Cardiac MRI</li> <li>• SCCT/EACVI/BSCI /BSCCT Level 2 accreditation in Cardiac CT</li> <li>• Eligibility for inclusion on Specialist Register within 6 months of interview date.</li> </ul>	<ul style="list-style-type: none"> <li>• Postgraduate research degree (MD, PhD or equivalent)</li> <li>• Post-CCT imaging fellowship</li> <li>• EACVI/SCMR Level 3 accreditation in Cardiac MRI</li> <li>• SCCT/EACVI/BSCI Level 3 accreditation in Cardiac CT</li> </ul>
<b>Training (abilities/skills) and Experience</b>	<ul style="list-style-type: none"> <li>• Eligibility for inclusion on the Specialist Register within 6 months of interview date.</li> <li>• Independent practice in Transthoracic Echocardiography, 3D Echocardiography, Transoesophageal Echocardiography, Stress Echocardiography, Cardiac CT and Cardiac MRI</li> <li>• Competence in performing and reporting TAVI CT</li> <li>• Thorough and detailed knowledge of medical audit, medical education, current clinical and medical best practice.</li> <li>• Understanding of the Clinical Governance process.</li> <li>• Ability to lead, communicate, liaise and negotiate with others.</li> <li>• Ability to advise on efficient and smooth running of specialist service.</li> <li>• Ability to motivate, innovate and support staff of all disciplines.</li> <li>• Ability to organise and manage diagnostic work and laboratory priorities.</li> <li>• Ability to manage and lead clinical team.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Competent in basic information technology.</li> <li>• Further skills in information technology.</li> <li>• Ability to supervise, appraise, coach and mentor trainee and other doctors.</li> <li>• Understanding of the concepts of management.</li> <li>• Experience of service development.</li> <li>• Awareness of health service reforms and issues across all healthcare economy</li> </ul>	
<b>Teaching/ Educational Experience</b>	<ul style="list-style-type: none"> <li>• Ability to design and deliver talks/lectures/workshops effectively.</li> <li>• Experienced in demonstrating clinical procedures/techniques to other healthcare professionals.</li> <li>• Commitment to continuing medical education.</li> <li>• Ability to organise and participate in and evidence of teaching and training undergraduate and postgraduate students.</li> <li>• Appraisal and assessment training skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in supervising SpRs</li> </ul>
<b>Research Experience</b>	<ul style="list-style-type: none"> <li>• Ability to apply research outcomes to clinical problems.</li> <li>• Peer reviewed publications</li> </ul>	<ul style="list-style-type: none"> <li>• Publications in high impact journals</li> </ul>
<b>Personal Attributes</b>	<ul style="list-style-type: none"> <li>• Caring attitude to patients.</li> <li>• Enquiring, critical approach to work.</li> <li>• Excellent inter-personal qualities.</li> <li>• Credible and persuasive presence both amongst clinical and management colleagues.</li> <li>• Ability to listen and communicate effectively (written, public speaking and presentational).</li> <li>• Ability to work collaboratively with the Executive Team.</li> <li>• Ability to achieve objectives.</li> <li>• Ability to work within a multi-professional and multidisciplinary framework.</li> <li>• Good organisational skills.</li> <li>• Ability to motivate and support staff of all disciplines.</li> <li>• Excellent personal time and management skills.</li> </ul>	

<b>Commitment to Trust Values and Behaviours</b>	<ul style="list-style-type: none"><li>• Must be able to demonstrate behaviours consistent with the Trust's values (as detailed in UHCW's Values in Action document below).</li><li>• Applicants applying for job roles with managerial responsibility will be required to demonstrate evidence of promoting equal opportunities through work experience.</li></ul>	
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## **Contractual Responsibilities**

- **Confidentiality:** The post holder must maintain confidentiality, security and integrity of information relating to patients, staff and other Health Services business.
  - **Health and Safety:** All staff must be familiar with the Trust Health and Safety Policy, including a thorough understanding of personal responsibilities for maintaining own health and safety and others.
  - **Risk Management:** All staff need a basic working knowledge of risk management to enable them to participate in identification and control of all business risks they encounter in their area of work.
  - **Equality and Diversity:** Everyone has the opportunity to be treated with dignity and respect at work and has a clear responsibility to comply with the detail and the spirit of the Dignity at Work Policy.
  - **Infection Control and Prevention:** The Trust is committed to minimising risks of healthcare associated infection to patients, visitors and staff. All employees are required to be familiar with and comply with Infection Prevention and Control policies relevant to their area of work.
  - **Safeguarding Vulnerable Adults and Children:** The Trust is committed to ensuring the safeguarding of vulnerable adults and children in our care. All employees are required to be familiar with their responsibilities in this area and to raise any concerns as appropriate.
  - **Conflict of Interest:** The Trust is responsible for ensuring that the service provided for patients in its care meets the highest possible standard. Equally, the Trust is responsible for ensuring that staff do not abuse their official position for personal gain or to benefit their family or friends. The Trust's Standing Financial Instructions require any officer to declare any interest, direct or indirect, with contract involving the Trust. Staff are not allowed to further their private interests in the course of their NHS duties.
- Working Time Regulations:** The Working Time Regulations 1998 require that you should not work more than an average of 48 hours in each working week. For example, in a 26 week period you should work no more than 1,248 hours. Employees may choose to opt out by providing written notification as appropriate.

**The above duties and responsibilities are intended to represent current priorities and are not meant to be an exhaustive list. The post holder may from time to time be asked to undertake other reasonable duties and responsibilities. Any changes will be made in discussion with the post holder according to service needs.**

## Our values in action

We live our values in action in our work with patients, visitors, and colleagues.

- ✓ Being polite and introducing ourselves to everyone we meet.
- ✓ Treating everybody as individuals and respecting their needs.
- ✓ Being approachable, caring and helpful at all times.
- ✓ Communicating with patients, visitors and colleagues, respecting confidentiality and privacy.
- ✓ Taking the time to actively listen and understand individual needs.
- ✓ Being open and honest.
- ✓ Acknowledging that we don't always get it right.
- ✓ Speaking out when we see things aren't right and supporting others to do the same.
- ✓ Giving praise and saying thank you for a job well done.
- ✓ Celebrating and recognising personal, team and organisational achievements.
- ✓ Using the skills, experience and diversity of staff to better deliver our objectives and services.
- ✓ Actively working with patients and visitors to improve services.
- ✓ Seeking and adopting best practice from colleagues and other teams within UHCW.
- ✓ Taking personal responsibility for our own learning.
- ✓ Keeping up-to-date with mandatory and professional development
- ✓ Developing ourselves and others, independent of our job role or profession
- ✓ Taking personal responsibility to make improvements by suggesting new ways of doing things
- ✓ Taking opportunities to learn with and from others
- ✓ Embracing change and supporting others through it
- ✓ Putting in place ways to receive feedback and acting to change things
- ✓ Seeking and adopting best practice from colleagues and other teams within UHCW
- ✓ Working across boundaries to improve the experience of patients, visitors and colleagues

