

# SHAPE YOUR STORY

## Recruitment Information Pack



Insert Full Job Title here



## Our Vision

To be a high-performing group of NHS hospitals, renowned for excellence and innovation, providing safe and compassionate care to our patients in east London and beyond.

## WeCare about our ambition for excellence

Our WeCare values shape everything that we do, every single day. They are visible in every interaction we have with each other, our patients, their families and our partners.

WeCare about everything from the appointment letters our patients receive, to the state of our facilities when they walk through the door, to the care and compassion they receive when they are discharged. WeCare that the people who join our trust will hold the same values as we do, so our values are embedded within our recruitment and selection processes. WeCare that you feel valued working here, so our values also guide our training and development and performance and talent management. WeCare about working with suppliers that live and breathe our values too.

We have come a long way on our journey to delivering safe and compassionate care. By embracing these values as the way we behave around here, we will achieve our ambition for excellence.

Value	Key behaviours
<b>W</b> <b>WELCOMING</b> 	<ul style="list-style-type: none"> <li>Introduce yourself by saying "Hello, my name is ..."</li> <li>Smile and acknowledge the other person(s) presence</li> <li>Treat others as you would wish others to treat you</li> <li>Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors</li> </ul>
<b>E</b> <b>ENGAGING</b> 	<ul style="list-style-type: none"> <li>Get involved in making improvements and bring others with you</li> <li>Encourage feedback from patients and colleagues and respond to it</li> <li>Acknowledge efforts and successes; say thank you</li> <li>Use feedback to make improvements, and empower colleagues to do this without needing to seek permission</li> <li>Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable</li> </ul>
<b>C</b> <b>COLLABORATIVE</b> 	<ul style="list-style-type: none"> <li>Give time and energy to developing relationships within and outside own team</li> <li>Demonstrate pride in Team Barts Health</li> <li>Respect and utilise the expertise of colleagues</li> <li>Know your own and others' part in the plan</li> </ul>
<b>A</b> <b>ACCOUNTABLE</b> 	<ul style="list-style-type: none"> <li>Always strive for the highest possible standard</li> <li>Fulfil all commitments made to colleagues, supervisors, patients and customers</li> <li>Take personal responsibility for tough decisions and see efforts through to completion</li> <li>Admit mistakes, misjudgements, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing</li> <li>Do not pretend to have all the answers; actively seek out those who can help</li> </ul>
<b>R</b> <b>RESPECTFUL</b> 	<ul style="list-style-type: none"> <li>Be helpful, courteous and patient</li> <li>Remain calm, measured and balanced in challenging situations</li> <li>Show sensitivity to others' needs and be aware of your own impact</li> <li>Encourage others to talk openly and share their concerns</li> </ul>
<b>E</b> <b>EQUITABLE</b> 	<ul style="list-style-type: none"> <li>Value the perspectives and contributions of all and ensure that all backgrounds are respected</li> <li>Recognise that individuals may have different strengths and needs, and that different cultures may impact on how people think and behave. Be curious to find out</li> <li>Work to enact policies, procedures and processes fairly</li> <li>Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment</li> <li>Remember that we all have conscious and unconscious bias; get to know what yours are, and work to mitigate them</li> </ul>



## Job Particulars

<b>Job Title</b>	Highly Specialist Physiotherapist – Adult Critical Care Unit
<b>Pay Band</b>	7
<b>Location</b>	Royal London Hospital
<b>Reports to</b>	Clinical Lead Physiotherapist for ACCU Physiotherapy
<b>Responsible to</b>	RLH Deputy Head of Therapies – Inpatients

## 1. Job Purpose

To assist in coordinating and developing the physiotherapy service in the Adult Critical Care Unit (ACCU) at the Royal London Hospital. The post holder will play a major and specialist role in the advanced assessment, treatment and clinical management of patients across the ACCUs involving major trauma/neurosciences, specialist medicine and surgery specialities, determining the clinical diagnosis, functional deficits and delivering current physiotherapy treatments. The post holder will be responsible for providing clinical and professional leadership to a team of qualified staff in the ACCU physiotherapy team.

### Key areas/rotations to work across

- 4E Level 3 ACCU
- 4F Level 2 ACCU
- 3F Level 2 ACCU
- ICU Follow-up service with exposure to musculoskeletal outpatient services

## 2. Key Working Relationships

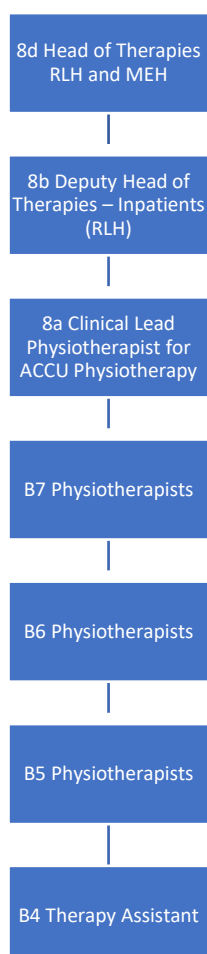
Internal	External
ACCU multidisciplinary team including consultants, medical staff, therapists, pharmacists, nursing and HCA staff	Community agencies for onward referral including social services.
ACCU Senior Management team (ADON, Matrons, Clinical Lead Consultant and Clinical Director)	HEI relevant to physiotherapy practice and student placements
Therapies Senior Management team (RLH Clinical Leads, Deputy Head of Therapies, Head of Therapies)	
Clinical Lead Physiotherapist for ACCU Physiotherapy	



Responsibility for supervision of Physiotherapy staff up to and including Band 6 working in their immediate team including, at times, students	
Patients, families and carers	

### 3. Structure Chart

*Include your departmental structure*



### 4. Main duties, responsibilities and results areas

#### Key result areas

- To provide specialist clinical assessment and treatment to a highly complex and diverse range of neurotrauma, specialist medicine, and surgical specialities on





Adult Critical Care and escalation areas such as the Post anaesthetic care unit (PACU).

- To support the physiotherapy delivery of the RLH ICU follow-up service and develop the patient pathway involving participation and development in musculoskeletal services
- Undertake a team leader role, alongside the clinical lead in planning, co-ordinating, delivering and evaluating the physiotherapy service provided to critical care patients on a day-to-day basis
- To act as a highly skilled clinical resource to staff within the team and unit
- To provide and support the delivery of high-quality evidence-based care through structured knowledge and skills-based training, as well as supporting innovative practice
- To deputise for and support the clinical lead on a regular basis and be responsible for the day-to-day management of the wider team including work allocation, performance/attendance issues, participating in recruitment, appraisal, development and wellbeing of the workforce
- To support the development of the ACCU MDT workforce through education and development e.g. HEI lecturing, in-house study day lecturing
- To manage the incidents and complaints in allocated ward areas
- To develop and support research agendas in the team and develop close links with the ACCU research team

## Clinical

- To be professionally and legally responsible and accountable for all aspects of your own work, including the management of patients in your care. To ensure a high standard of clinical care for the patients under your management, and to support more junior staff to do likewise.
- To interpret and analyse clinical and non-clinical facts to form an accurate diagnosis and prognoses in a wide range of highly complex conditions. To recommend the best course of intervention, including advice regarding ventilator settings and weaning; tracheostomy care and weaning; early rehabilitation and oxygen therapy, and to develop comprehensive discharge plans.
- To have a high level of knowledge and provide teaching on specialist areas and conditions specific to critical care across neurosurgery, trauma, specialist medicine, and surgery



- To carry out procedures that have an inherent potential risk to the patients' health/status. To respond appropriately and immediately to any adverse situation that may arise. To be able to be a first point of contact to support other physiotherapy staff in doing likewise.
- To deliver the physiotherapy element of the in-patient rehabilitation programme and on occasion to deliver the elements normally undertaken by nursing, occupational therapy, medical staff or other physiotherapy teams such as early neurological rehabilitation; management of trauma/orthopaedic or spinal cord injury patients.
- To undertake the comprehensive assessment of patients, including those with a complex presentation or no formal diagnosis, using investigative and analytical skills.
- To formulate individualised innovative management and treatment plans, using clinical reasoning, and utilising a wide range of treatment skills and options to formulate a specialised programme of care including trauma; surgical; neurosurgical; spinal cord injured; chronic respiratory and long term tracheostomy patients.
- To assess and treat patients with acute respiratory conditions on a daily basis as per requirement, and facilitate early mobilisation for critical care patients
- To accept clinical responsibility for a designated caseload of patients, and to organise this effectively and efficiently with regard to clinical priorities and use of time including the respiratory care and rehabilitation of globally weak or long term patients with complex pathologies.
- To carry out highly developed dexterity, co-ordination and palpatory skills for assessment and manual treatment of patients including the assessment of respiratory, mobility and neurological problems.
- To provide spontaneous and planned advice, teaching and instruction to relatives, carers and other professionals, in order to promote understanding of the aims of physiotherapy, and to ensure a consistent approach to patient care.



- To provide highly specialist advice to physiotherapy colleagues working within other clinical areas, regarding respiratory management e.g. neurosciences and trauma/orthopaedic physiotherapists.
- To provide specialist advice, teaching and training to other members of the MDT regarding the management of patients with respiratory or functional/mobility problems, including advice regarding tracheostomy care, mechanical ventilation and tracheostomy weaning and oxygen therapy.
- To communicate effectively with patients and carers in order to maximise rehabilitation potential and to ensure good understanding of the presenting condition.
- To assess capacity, gain valid informed consent and have the ability to work within a legal framework with patients who lack the capacity to consent to treatment.
- To plan, co-ordinate, lead and partake in the In-service training programme for band 5 and 6 members of staff, undergraduate students, MSc students and work experience students, by working within locally and nationally agreed IST frameworks and demonstrating knowledge of clinical governance. Including the training of respiratory skills required for emergency and in-patient work.
- To provide expert assessment, advice and evaluation regarding specialist equipment e.g. CPAP, NIV, Splints, tracheostomies, cycle ergometry, inspiratory muscle training, transcutaneous CO2 monitoring, and wheelchairs/seating assessments.
- To develop advanced practice skills in mechanical ventilation, respiratory monitoring, and lung diagnostics skills for example lung ultrasound.
- To carry out highly specialist, comprehensive, multi-system assessments demonstrating highly specialised skills while working independently on a wide range of patients/clients of varied ages, levels of ability, communication barriers, ethnic backgrounds and social status.



- To maintain accurate and concise medical records, adhering to problem orientated medical records format and ensuring that all other staff are doing likewise, within defined time frames.
- To represent the trust externally (locally, regionally and nationally) regarding critical care physiotherapy services e.g. cross-site and London forums.
- To be able to respond immediately to requests from other members of the multidisciplinary team to assess and treat patients who are critically unwell. To act appropriately with intervention to improve their health status and potentially prevent death or severe detriment to the patient.
- To have an understanding of post intensive care syndrome and support the clinical and individual patient needs through participating in the ICU follow-up service via virtual and face to face communication, and develop the service experience of the critically ill patient
- To develop knowledge and skills in the speciality of musculoskeletal outpatients, participating in lower, upper and spine classes/groups, joint caseload work, clinics and developing the patient pathway linked to the ICU FU Clinic

### Communication

- To be able to take an active role including chairing where necessary, in departmental, MDT, case or inter-agency meetings. This may include feedback, planning patient progress, departmental planning etc. including senior meetings; cross network respiratory meetings; and respiratory clinical lead meetings.
- To communicate effectively throughout each day, both verbally and written with professional colleagues, to ensure that information is disseminated throughout the whole team. To be able to act upon any matters arising and to also ensure that all staff are aware of management plans and decisions including information on departmental and team organisation for the day.
- To ensure collaborative working communicating daily with referrers to the surgical physiotherapy service in a professional, concise, accurate and detailed manner via telephone, letter, E-mail, ward rounds or in person including daily





handovers from nursing staff. This may include the sharing of sensitive information relating to patient progress, physiotherapy input or other matters affecting clinical intervention. To also ensure that all other physiotherapy staff does likewise.

- Throughout the day, to use verbal and non-verbal skills to educate patients and carers on the medical condition. This will include the provision of information based on current evidence relating to best management and available treatments. Thus empowering the patient and carer to make informed decisions regarding the management of the medical condition.
- To frequently use both verbal and non-verbal communication skills to effectively communicate with patients who often present with complex barriers to effective communication. Such barriers may include language differences, cultural diversity, hearing and/or visual impairment, neurological impairment, tracheostomy, pain, fear and/or strong emotions. To have a detailed understanding of the implications of these difficulties on the service delivery, and to ensure that consent to treatment is gained and effective intervention is undertaken.
- To communicate with patients and clients through the use of advocates, information leaflets, resource packages, computer sites and (only when absolutely necessary) family members.
- To be able to negotiate goals with patients across complex psychological, social, cultural and emotional barriers taking into account widely differing understandings and expectations of disease status and outcome. To be able to support other physiotherapy staff in doing likewise.
- To be able to use effective and innovative communication skills and techniques to motivate patients/clients who are unwilling to participate in treatment due to e.g. depression, psychological illness, fatigue, pain, poor cognition, terminal illness etc. To be able to support other physiotherapy staff in doing likewise.
- To be able to regularly modify communication where sensitive information is restricted to patients/carers e.g., HIV, Cancer etc. To be able to support other physiotherapy staff in doing likewise.





## Organisational

- To be responsible for a designated area of work, as agreed with the respiratory clinical lead. To plan, prioritise and organise efficiently and effectively with regard to patient's management and use of time. Where necessary to efficiently and effectively plan the team caseload, including prioritisation.
- To appropriately prioritise own work area, balancing other patient related and professional demands, and to ensure that these remain in accordance with those of the service as a whole
- To be responsible for ensuring the effective selection and use of all treatment resources available within the ACCU physiotherapy service including integration of any new techniques or equipment with appropriate risk management.
- To be responsible for equipment used in carrying out physiotherapy duties including ordering and stock control. To adhere to departmental policy, competency in the use of equipment. To ensure the safe use of equipment by others through, teaching, training, supervision of practice and regular equipment safety checks including hoists; spirometry, abdominal binders, connectors for adjuncts, wheelchairs/seating and splints.
- To provide accurate statistics on a monthly basis maintaining professional and administrative records as required by the Trust and Professional Standards of Practice.
- To maintain accurate, comprehensive and up-to-date documentation, in line with legal and departmental requirements. To communicate assessment and treatment results to the appropriate disciplines in the form of reports and letters. To ensure that all other Physiotherapy staff do likewise.
- To be aware of Health and Safety aspects relating to your work and to implement any policies, which may be required to improve the safety of your work area. To promptly record and report accidents or near misses to senior staff, and to ensure that equipment use is safe.



- To immediately report any clinical incident, to complete the incident form and to implement any recommendations in order that re-occurrence of the incident can be prevented.
- To comply with the organisational and departmental policies and procedures and to be involved in reviewing and updating the policies as appropriate. To ensure that the surgical team members are also actively participating in this process giving support and guidance where necessary.
- To deputise for the ACCU physiotherapy clinical lead in terms of operational issues. To undertake any other duties that might be considered appropriate such as management of the ACCU Physiotherapy team; assisting in the recruitment and selection process of new staff.
- To be proactive in developing and supporting projects that enhance and develop the service and to ensure that successful outcomes are incorporated i.e. research, audits and projects.
- To manage leave requests (annual, study etc) in conjunction with the clinical lead ensuring an appropriate level of staff cover is maintained across the service.
- To manage and address unforeseen circumstances such as sick leave and to communicate this information to the clinical lead including managing and supporting other areas within the ACCU Physiotherapy team and working directly in other areas as required.
- To participate in physiotherapy and cross discipline reviews of practice. To ensure that best practice is being utilised and incorporated into policies for the surgical service
- To assist in the recruitment and selection of Physiotherapy staff, through open days, short listing, interviews, obtaining references and informing individuals of the interview outcome where delegated to by the person leading the recruitment process.
- To be responsible for the induction of rotational, locum or new staff members into the ACCU Physiotherapy service including non-respiratory members of staff starting on the on-call rota.





- To be responsible for the line management and clinical supervision of band 5 and 6 physiotherapists, physiotherapy assistants, locum staff and student physiotherapists within own clinical area. This may include supervising caseload, monitoring working hours and where necessary the re-deployment of staff to cover a fluctuating team workload in conjunction with the team lead.
- To be a team leader for the weekend ACCU Physiotherapy and therapies service including coordinating the weekend caseload and staffing needs. To be able to respond to fluctuating patient numbers and critically ill patient presentations and provide support to other members of the team particularly those with limited emergency work experience.
- To participate in the provision of the on call and weekend service.

#### Professional

- To maintain own continuing professional development (CPD) and career pathway by attending various postgraduate training course (clinical and managerial) and by actively facilitating and supporting the needs of other Physiotherapy staff, undergraduate students, MSc students and respective MDT members
- To be an active member of the in-service and Multi-disciplinary training programmes by attending and delivering presentations and training sessions at staff meetings, tutorials, and training sessions in house to attend external courses and to utilise reflective practice.
- To develop, implement and maintain high clinical standards which are evidence based where appropriate, within the surgical service, to undertake internal and external training where required and to be prepared to utilise these skills in the supervision and teaching of others
- To participate in the staff appraisal scheme and Personal Development Plan (PDP) as both appraiser and appraisee. To be able to undertake and implement recommendations from performance review meetings, to identify individual



needs for development. To provide appropriate, timely, constructive feedback to members of the respiratory service.

- To undertake the measurement and evaluation of your work and current practices through the use of evidence-based practice projects, audit and outcome measures, either individually or with clinical specialist or manager. To make recommendations for change.
- To demonstrate a sound understanding of clinical governance and risk management and to apply this to the work situation.
- To represent the Physiotherapy Department in a wider inter-agency or domestic setting in a professional manner
- To deliver training and support to other members of the MDT and outside agencies to improve their clinical skills including trust wide teaching. To disseminate information on the role and scope of the practice of physiotherapy in the critical care area including the induction of new nurses and student nurses to the unit.
- To participate in the planning and management of student physiotherapy placements. To liaise with the university to ensure that adequate progress is being made by the student during the placement and where necessary to ensure that problems are discussed and dealt with in a timely and efficient manner
- To maintain and update knowledge of Government, Trust, Allied Health Professions legislation; Special Interest Groups, CSP, NHS strategies, policies, procedures and guidelines; ensuring adherence to them by all members of the surgical team

### Research / audit / quality

- To be actively involved in the design and implementation of research and audit in order to evaluate the service and identify opportunities to develop the service
- To lead and actively participate in clinical governance projects within the ACCU Physiotherapy team, as well as support a multidisciplinary approach to project work



- To develop, use and disseminate outcome measures to a wide range of audiences such as MDT, speciality, professional body and nationally as appropriate.
- To develop relationships with the ACCU research team and support research agendas in the team
- To network locally and nationally on clinical issues to provide relevant and up to date evidence-based practice.

**The job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the postholder.**

**The post holder might be required to work across the Trust at any time throughout the duration of his/her contract, which may entail travel and working at different hospital.**

## 5. Working conditions

Criteria	Description
<b>Physical</b>	<ul style="list-style-type: none"> <li>• The role has physical demands e.g. manual handling, prolonged standing, moving and use of equipment. Complying with Trust Manual Handling regulations and to ensure other staff in doing likewise</li> <li>• The postholder may be sitting at a computer station for prolonged periods of time</li> <li>• The postholder is required to travel between Trust sites and to regional meetings as required</li> <li>• There are frequent times when they will be required to sit and/or stand and/or walk</li> </ul>
<b>Emotional</b>	<ul style="list-style-type: none"> <li>• Exposure to staff management i.e. dealing with long term sickness, redeployment and redundancy, discipline and grievance, employment tribunals and difficult change management issues</li> <li>• May have to deal with staff and occasionally patients and their families who are angry/upset/tearful</li> <li>• To be able to cope with the emotional stress of managing patients who are dying, often after prolonged therapeutic relationships have been developed, and their distressed relatives. To also be able to manage clinical situations where visually distressing sights of open wounds and injury occur and to ensure the support of other team members in this situation</li> <li>• Postholder has to be able to work successfully under pressure of time and resources</li> </ul>
<b>Working Conditions</b>	<ul style="list-style-type: none"> <li>• Combination of office and clinically based working environments with long periods of VDU usage</li> <li>• Frequent VDU use</li> </ul>



	<ul style="list-style-type: none"> <li>• To work effectively in an environment that is physically unpleasant e.g. cramped, hot and requires the sharing of equipment such as computers or desk space</li> <li>• To be aware of the hazards of working in an environment where exposure to radiation may occur e.g. from x-rays machines or electrotherapy equipment. To comply with departmental and Trust policies concerning this risk and to ensure that other physiotherapy staff do likewise</li> <li>• To cope with exposure to patients with communicable diseases/pathologies. To also cope with exposure to bodily fluids to comply with Trust infection control procedures in the handling and disposal of such products</li> </ul>
<b>Mental</b>	<ul style="list-style-type: none"> <li>• The postholder requires high levels of concentration at all times, as they deal with heavy demands from a variety of sources</li> <li>• The postholder will require stamina</li> <li>• The postholder will be subject to frequent interruptions due to the nature of the role</li> <li>• The work is often unpredictable and the postholder may have to adapt to change in short time frames and be able to deliver outcomes</li> </ul>

### **NHS Manager's Code of Conduct**

As an NHS manager, you are expected to follow the code of conduct for NHS managers (October 2002). [www.nhsemployers.org/](http://www.nhsemployers.org/)

### **Safeguarding adults and children**

Employees must be aware of the responsibilities placed on them to maintain the wellbeing and protection of vulnerable children and adults. If employees have reason for concern that a patient is 'at risk' they should escalate this to an appropriate person i.e. line manager, safeguarding children's lead, matron, ward sister/change nurse, site manager, consultant (October 2002). [www.nmc-uk.org/](http://www.nmc-uk.org/)

### **Person Specification**





Domain	Essential Criteria	Desirable Criteria
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>Diploma or Degree in physiotherapy</li> <li>HCPC registration</li> <li>DBS clearance</li> <li>Evidence of post graduate training relevant to clinical specialty</li> </ul>	<ul style="list-style-type: none"> <li>Member of CSP</li> <li>Member of relevant professional special interest group</li> <li>Formal post graduate qualification relevant to clinical specialty</li> <li>Clinical educators training</li> <li>Leadership training</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>Extensive post graduate clinical experience in critical care</li> <li>Experience in the assessment and treatment of patients with complex neuro and/or trauma presentations</li> <li>Experience in the management of acute and chronic respiratory conditions</li> <li>Experience of managing a team and supervising junior members of staff</li> <li>Experience of providing and participating in an inservice training programme</li> <li>Clinical experience in an acute hospital setting</li> </ul>	<ul style="list-style-type: none"> <li>Evidence in the adoption of innovative physiotherapy practices in critical care</li> <li>Involvement/participation in research pertaining to the critical care population</li> <li>Clinical experience in the NHS/Pathways</li> <li>Experience of ICU follow up services</li> <li>Experience in musculoskeletal specialism</li> </ul>
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Knowledge of a range of clinical conditions and presentations relating to critical illness</li> <li>Knowledge of the management of tracheostomies including weaning and decannulation</li> <li>Knowledge of mechanical ventilation, non-invasive ventilation and weaning positive pressure</li> </ul>	<ul style="list-style-type: none"> <li>Participation in service improvement projects</li> <li>Change management strategies</li> <li>Experience in assessment and management of service risk</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>Advanced assessment and treatment skills relating to critical illness, weaning, and rehabilitation</li> <li>Ability to communicate effectively with patients and staff</li> <li>Ability to prioritise, organise and delegate</li> </ul>	
<b>Other</b>	<ul style="list-style-type: none"> <li>Must be able to work a 7-day service including weekends, oncalls and long days</li> <li>Evidence of presentation skills</li> <li>Effective computer/IT skills</li> <li>Ability to meet the physical demands of the job on a day-to-day basis</li> </ul>	



## About Barts Health

Our group of hospitals provide a huge range of clinical services to people in east London and beyond.

We operate from four major hospital sites (The Royal London, St Bartholomew's, Whipps Cross and Newham) and a number of community locations, including Mile End hospital. Around 2.5 million people living in east London look to our services to provide them with the healthcare they need.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a large general hospital with a range of local services. Newham in Plaistow is a busy district hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility in Mile End for a range of inpatient, rehabilitation, mental health and community services. And St Bartholomew's in the City, London's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs, Tower Hamlets, Waltham Forest and Newham, we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

We're also proud to be part of UCLPartners, Europe's largest and strongest academic health science partnership. The objective of UCLPartners is to translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and through excellence in education.

