

# Consultant Candidate Pack



# About us:



North Bristol NHS Trust is a centre of excellence for healthcare in the South-West in a number of fields and is also one of the largest hospital trusts in the UK. We have links to the University of Bristol, the University of Bath and the University of the West of England. Our annual turnover is £532 million, and we employ over 8,000 staff delivering healthcare across Southmead Hospital Bristol, Cossham Hospital, Bristol Centre for Enablement and within the local community of Bristol and South Gloucestershire. We aim to deliver excellent clinical

outcomes and a great experience for everyone who uses our services: exceptional healthcare, personally delivered. We treat some of the most difficult medical conditions, in an increasingly complex patient population.

Our vision is to realise the great potential of our organisation by empowering our skilled and caring staff to deliver high-quality, financially sustainable services in state of-the-art facilities. Clinical outcomes will be excellent and with a spirit of openness and candour we will ensure an outstanding experience for our patients.

## Our hospitals



- Southmead Hospital Bristol
- Cossham Hospital
- Bristol Centre for Enablement
- Frenchay – Brain Injury Rehabilitation Unit

## Our vision, mission, and values

Our vision is that by enabling our teams to be the best that they can be, we will provide exceptional healthcare, personally delivered.

The best health and care is not the work of an individual, a single team or even one organisation. Partnership and collaboration is fundamental.

“Exceptional healthcare” means our patients will recognise that we are exemplars of safe, harm-free care and that we give them the best possible health improvement. We will do this through outstanding Emergency Care, our centres of excellence for Specialist Services, our great Local Services and as a Powerhouse for Pathology and Imaging.

“Personally delivered” means patients are in charge of their own care and the decisions that need to be made for their health and wellbeing. A genuine partnership with patients and the public is at the heart of any changes we make and will ensure an outstanding patient and carer experience.

## Our values:



Putting the  
patient first



Working well  
together



Recognising  
the person



Striving for  
excellence

## Our Focus for 2022

Patient first. Recover. Learn. Improve.

### 1. Provider of high quality patient care

- **Accelerate** restoration of **planned care**, addressing clinical prioritisation and health inequalities across our system
- Transform non-elective care through **continuous improvement**

- Learn from our patients' experience
- Continuous improvement,
- Transform services

### 2. Developing healthcare for the future

- Create a **BNSSG provider collaborative** to improve patient experience and pathways
- Deliver improvements in **maternity care**, including responding to the recommendations of the Ockenden review
- Recover and grow our **research portfolio**

- Adopt digital solutions
- Use money and resources sustainably

### 3. Employer of choice

- Support the **recovery and wellbeing** of our workforce
- Embed new agile ways of working that allow our staff to **thrive**
- Promote a **diverse, fair and inclusive** culture

### 4. An anchor in our community

Working with partners to:

- Support **population health** management
- **Address inequalities**

## Where are we now

As evidenced by our response to the Covid-19 pandemic we, as a nation, have never been more-proud of the NHS. This pride is very much felt here at NBT, not only in our services but in the high standards of care provided and the staff who deliver them. We launch this Quality Strategy after a period of sustained and widespread improvement. This was highlighted in 2019 when we achieved an overall 'Good' rating from the Care Quality Commission, we were also rated as 'Outstanding' in the Caring and Well Led domains. All of our clinical core services are rated as 'Good' with End of Life Care rated as 'Outstanding.'

Ratings for the whole trust					
Safe	Effective	Caring	Responsive	Well-led	Overall
Good ▲ Sept 2019	Good ▲ Sept 2019	Outstanding ▲ Sept 2019	Requires improvement ✖ Sept 2019	Outstanding ▲ Sept 2019	Good ▲ Sept 2019

The rating for well-led is based on our inspection at trust level, taking into account what we found in individual services. Ratings for other key questions are from combining ratings for services and using our professional judgement.

Our culture of continuous improvement has led to many examples of excellent services and teams and recognition of these are given in many ways, the most prominent of which is our annual Exceptional Healthcare Awards. We will continue to build on our philosophy of sustained improvement and continue to demonstrate high quality, safe care with excellent patient outcomes and feedback. Continuous improvement will be underpinned by an open and fair safety culture in which everyone is comfortable with speaking up when things are not right, learns when things do not go to plan and from practice that results in excellence. Our learning will be strengthened by working in partnership with patients, carers and families to reduce any future harm.

## Education, training, and development

As a responsible employer we care deeply for the people who work here and are committed to ensuring we have a highly skilled and motivated workforce. Not only is this the right thing to do, it is also fundamental to our success. We will continue to embrace our responsibility for developing the workforce of the future in collaboration with other local care providers, the Universities and Health Education England. We want this to be the start of an ongoing conversation with our workforce and we will:

- Continue our roles in undergraduate and postgraduate training of health care professionals, providing high quality clinical placements and excellent teaching facilities
- Work with others to establish new roles that increase the opportunities people have to join the health workforce and make maximum use of available skills
- Expand our excellent apprenticeship programmes
- Support and promote the continuous development of all of our staff so that each can maximise their potential

## Continuous improvement

We cannot predict all of the changes required of our services in the years ahead and so we must continue to invest in the capability of our people to enable them to address new challenges as they arise. We must create an organisation that is agile in responding to new challenges.

We are proud of our culture which encourages our workforce to continually improve and expect to continuously innovate what we do in the years ahead. Effective working in complex teams is a core reason for our recent successes at NBT. We will continue to develop team working capabilities using our award winning Perform methodology.

We intend that this will be embedded in every part of our organisation. We will develop high levels of capability by using data to identify challenges that require action and to support effective change. We will bring together the change management expertise in the Trust to maximise the transformation resource available to our services.

The capability in the Programme Management Office and the Quality Improvement team will be continuously reviewed to ensure that we have the correct mix of skills for delivering the improvements we need.

## Research

We are a well-established research centre with a multidisciplinary infrastructure that supports a broad range of clinical research. Delivering excellent clinical research is important for us as it supports improving patient outcomes as well as attracting and retaining talented staff. It is therefore our intention to further develop our strengths in research and maximise opportunities for our patients and staff to be involved. We will:

- Increase our capability to deliver research that is important to, and prioritised by, patients
- Continue to be a key contributing member of Bristol Health Partners and the West of England Clinical Research Network to enhance our combined research strengths
- Ensure access to cutting-edge treatments with appropriate safeguards that improve patient outcomes

Improve patient safety and care by rapidly adopting evidence-based research outcomes Innovation and technology In the future the adoption of technology and digital solutions will be fundamental to our transformation. We have recognised the opportunities from advances in technology in our Digital Strategy through which we will deliver:

- Digital systems that support safe and effective care
- Patient care information available wherever the patient is located in the health system. This will improve quality, avoid wasted duplication and ensure access to information is not a cause of delays
- Improved availability of data to help understand and develop our services and support our continuous improvement programmes
- Easily accessible information that will help our teams plan their work, purchase the right equipment and act within available resources
- Information in the hands of patients and carers to enable them to take control of their health and care

Ability to rapidly adopt the opportunities of new technologies as they arise We will also develop our capacity to support the generation of innovations, and accelerate their adoption into our services. In particular, we will:

- Partner with the Academic Health Science Network, universities and industry to collaborate on the development of technologies that address our patient's needs
- Build on technologies such as clinical robotics and 3D printing to improve effectiveness of our services  
Make sure we are ready to take advantage of opportunities that present themselves from artificial intelligence and machine learning technologies
- Stay at the forefront of the personalised healthcare revolution driven by the development of genomics



## Employer of choice



There is no part of society that the NHS does not reach, and we should never underestimate the responsibility we have to the people we serve and care for. At the same time, we are nothing without the people who work for us. Without the vast array of skills and capabilities of our staff we would not be able to provide the very personal care we do or achieve the bold ambitions we have set out in our strategy. We can only be successful by continuing to employ talented people with a commitment to providing excellent care. We need to recognise that working in a busy hospital can be tough and the wellbeing of the people who work here can be challenged. If we want our staff to feel healthy, happy and well then we need to be

totally committed to creating an environment for work that allows our people to thrive and deliver their very best for our patients.

As a large and established employer we seek to provide a great place to work. To achieve that it is important we recognise that people are leading increasingly busy lifestyles with many conflicting demands. People want to work more flexibly and the idea of a set working base with set working patterns is increasingly outdated.

We will continue to work with our staff to ensure an appropriate balance between flexibility in employment options and the need to provide 24/7 services. We strive to support our staff to make working at NBT fit well with their lives, be that by:

- Providing onsite childcare services
- A comprehensive travel to work offer
- Onsite facilities for staff including catering and fitness classes
- Hospital Arts and Sustainability programmes

Our ambition is to become a truly inclusive OneNBT, where people feel a sense of belonging and identity. To achieve this, we have adopted an approach called Valuing You through which we will create equality of opportunity for all. We will provide a broad training and development offer for all our staff so they are supported in their continuous development. Our comprehensive health and wellbeing offer is key by supporting our staff to be fit and healthy themselves, so we can provide better care for our patients. We recognise the pressure inherent in providing health care and we will continue to improve the support we provide for our staff's health and wellbeing, building on the programmes we have already established

As a new consultant within NBT will ensure that you receive a comprehensive induction and onboarding programme which will include access to a mentor, and our New Consultant Programme, where we will give you the opportunity to network with other consultants who are new to the Trust, meet and develop key working relationships with members of the Office of the Medical Director as well as other Executive members.

In addition, we offer all our consultants a generous study leave package comprising of up to 30 days over three years and up to £1000 per year study leave budget.

# Job Description

**Job Title:** Substantive Stroke Consultant

**Pay Scale:** Medical and Dental Consultant

**No of PAs:** 10

**Responsible to:** Dr Rose Bosnell, Clinical Lead

**Professionally accountable to:** Dr Harsha Gunawardena, Clinical Director

**Base/Department:** Southmead Hospital / Stroke

**Locations:** Bristol

**Job Plan:** An indicative job plan is contained below.

## Summary of the role:

The postholder will be responsible for the clinical management of patients under their care, and, in liaison with consultant colleagues, continuity of care when the postholder is absent. The postholder will join the existing team of stroke Consultants and share the supervision of the acute and rehabilitation stroke units at Southmead Hospital and across Bristol as required, during normal working hours, including responsibility for thrombolysis and thrombectomy. The successful applicant will be a team player, and be willing to work flexibly to provide cover for the other consultants who cover the Stroke Services. The successful applicant can be from any parent speciality, but must have experience in stroke care. The job plan and clinic commitment will be adapted to be suitable to the appointee. Outpatient clinics follow ABN guidelines and agreed template with 30 mins for new, and 15 mins for follow up. Current clinic duration is 3 hours. The essential requirement is that the appointee be expert in and committed to the care and management of people with stroke in all phases of their care, be committed to helping building a stroke centre of excellence both in patient care and research. The successful applicant would join the current stroke consultants who cover the stroke activity on a rotation system. The clinical model is for four Consultants at all times providing hyperacute stroke service and acute stroke unit care, with around 1400 stroke admissions annually.

All posts are regarded as being Trustwide but the base Hospital will be: Southmead Hospital. Please note that the base could change as a consequence of clinical requirements and need to provide stroke services across Bristol as part of the One Stroke Workforce model.

## The Department:

The Stroke Department at Southmead Hospital is a major part of the Regional Neurosciences Centre. It provides all inpatient and outpatients specialist stroke services including:

- 24hr acute thrombolysis
- Hyperacute and acute stroke care
- 7 day 8am-8pm Thrombectomy service with approved plan to expand to 24/7 in Autumn 2022. Our already established and growing daytime thrombectomy service performs the second highest number of procedures annually of any centre in England.
- TIA clinics 365 days per year with up to 4 dedicated daily acute MRI slots.#

The Stroke Department provides all stroke services within NBT, currently with a team of 15 consultants from a combination of Neurology, Acute Medical and Care of the Elderly backgrounds leading the Trust's Comprehensive Stroke Centre including both acute and rehabilitation services.

Hyperacute and acute services are supported seven days a week by a specialist team of 10 experienced Stroke Advanced Nurse Practitioners, who are trained to assess and treat patients presenting with new stroke and TIA. Further ANP recruitment is underway to expand this specialist team and introduce Advanced Clinical Practitioners (ACPs).

The service is developing a progressive workforce model with team of dedicated junior medical staff, specialist trainees and ANPs supported by 3 Physician Associates.

The other components of the Neuroscience Centre include Neurology, Neurosurgery, dedicated Neuropathology, Neuroradiology, Clinical Neurophysiology, Neuropsychiatry, and Neuropsychology. There is a Brain Injury Rehabilitation Unit on the Frenchay site, run by Four Seasons with close links to NBT.

We are an active research department led by Dr Philip Clatworthy, a Stroke Association Thompson Family Senior Clinical Lectureship in the University of Bristol, working on real-world individualised rehabilitation in visual loss due to stroke. We actively recruit to NIHR stroke clinical trials and are looking to expand our research portfolio as the department grows.

We have an excellent neurovascular interventional radiology service. We boast a world class thrombectomy team and lead the Severn Stroke Thrombectomy Service and Thrombectomy Network. The interventional neuroradiology team includes Dr Alex Mortimer, interventional neuroradiologist, is a committee member for NICE guidelines and has published extensively in neurovascular intervention. Rob Crossley, interventional neuroradiologist, is developing virtual reality training for thrombectomy.

## **Team structure:**

The Stroke team sits within the NMSK Division at NBT. The Divisional Operations Director is Mr Andy Clark and Clinical Director is Dr Harsha Gunawardena, Consultant Rheumatologist.

The Stroke Clinical Lead is Dr Rose Bosnell, Consultant Neurologist, and the General Manager for Stroke is Mrs Linda Matthews.

## **Communications and Relationships:**

The post holder will be expected to have excellent communication skills, both written and verbal, to enable effective communication about medical topics with patients and colleagues. The post holder will be empathetic and sensitive to patients needs and able to explain things clearly – particularly complex or sensitive information. The post holder



will be required to work in partnership with colleagues of all disciplines, external links to the Trust and service users, to ensure the creation of a quality service. The post holder will be expected to commit to shared goals in the department by building effective teams and partnerships and valuing the roles and contributions of others.

### **Key working relationships:**

Internal: Multidisciplinary stroke team – including therapists, Advanced Nurse Practitioners, Physician Associates, junior and middle grade medical team members, Interventional Neuroradiology, ITU, Emergency Department, Palliative Care and Acute Medicine teams.

External: Community providers, voluntary sector.

### **Responsibility for Patient Care:**

The post holder will have continuing responsibility for the care of patients in his or her charge and for the proper functioning of the service and will undertake the administrative duties associated with the care of patients and the running of the clinical department. The post holder will be required to work in partnership with colleagues of all disciplines, external links to the Trust and service users, to ensure the creation of a quality service.

### **Responsibility for financial / physical resources and policies:**

The post holder will be expected to adhere to Trust policy and procedures as well as contributing to policy and service development. The post holder should have enough understanding of NHS financial management in order to provide the best service possible. They will minimise waste, improve services, and promote effective use of resources available.

The Post holder should understand the roles and policies of local and where relevant national agencies involved in healthcare.

### **Responsibility for People Management:**

The Post Holder will be expected to provide compassionate leadership to their clinical teams. This may include multi-agency teams within Primary and Secondary Care. They will be responsible for the supervision of junior staff within their team and will lead by example and with compassion.

### **Teaching and Supervision of Junior Medical Staff & Students:**

We aim to support the development of all our doctors, whilst maintain an environment where patient and staff safety is paramount. A key element of that is ensuring high quality clinical and educational supervision. The postholder will be responsible for the professional supervision and management of junior medical staff. Where appropriate, the postholder will be named in the educational contract of junior staff as the person responsible for overseeing their training and as an initial source of advice to such doctors regarding their careers. Time will be allocated within job plans to support this activity.

### **Research and Development:**

At NBT we have a well-established Quality Improvement programme and the post holder will contribute to this. There are also opportunities for clinical audits both locally and nationally the post holder will support more junior staff with this activity.

Excellent opportunities exist to be actively involved in clinical research both as a principal investigator for clinical network studies and in our own portfolio of clinical stroke research. The post holder will be supported to develop own research in collaboration with other departments within Trust or with the University of Bristol and the University of the West of England. For research enquiries please contact Dr Phil Clatworthy, Consultant Neurologist and Honorary Senior Clinical Lecturer ([phil.clatworthy@bristol.ac.uk](mailto:phil.clatworthy@bristol.ac.uk))

## **Partnership working:**

The post holder will be required to work in partnership with colleagues of all disciplines, external stakeholders and service users, to ensure the creation of a quality service. They will commit to shared goals in the department by building effective teams, valuing the roles and contribution of others.

## **Equality and Diversity:**

At NBT our culture is one of true inclusivity and aims to positively eliminate discrimination by promoting a diverse and inclusive culture. As a minimum the post holder will ensure that their own actions support diversity and equality and they will comply with policies, accept differences and treat all with dignity and respect.

## **Personal Development:**

At NBT we are committed to supporting all staff with their personal and career development and also developing our aspiring leaders. Access to relevant study leave will be available, subject to discussion and agreement of the department clinical lead.

## **Main conditions of service:**

This appointment is subject to the terms and conditions – Consultants (2003) and any current amendments. The post holder will be expected to be aware and comply of local policies and procedures as well as comply with all Trust standing orders and standing financial instructions. All offers of employment are subject to pre-employment clearances.

## **Job Plan:**

A formal job plan will be reviewed between the Post Holder and Specialty Lead within three months after commencement in post. The exact timetable will be flexible, arranged in discussion with the Specialty Lead.

The job plan will be reviewed prospectively and at least annually. This will be a positive agreement that sets out a Consultant's duties, responsibilities and objectives for the coming year.

An indicative job plan is included in this document:

## **Pre-interview visits:**

Prospective candidates are encouraged to visit the Trust and meet members of the management team prior to interview (subject to Covid restrictions). Appointments can be made for a visit at any point prior to the date of interview.

Please contact: Rose Bosnell, Clinical Lead

**Department contact details: [rose.bosnell@nbt.nhs.uk](mailto:rose.bosnell@nbt.nhs.uk), [jon.porter@nbt.nhs.uk](mailto:jon.porter@nbt.nhs.uk)**

**Draft job plan – Consultant in Stroke Medicine**

(to be confirmed and agreed with post holder within three months after commencement)

Activity (annualised)	PAs	Days per year (typically 0800-1600)	
Acute on call (bleep holding)	30	15	DCC
HASU Consultant (1 week blocks)	40	20	DCC
ASU Consultant (2 week blocks)	108	54	DCC
TIA Clinic (includes AM triage, admin and Advice and Guidance, PM clinic)	76	38	DCC
OPC (3 hours and 50% clinical administration)	9.5	7	DCC
Patient related admin including attendance at MDT	12.5		DCC
TOTAL DCC	276 *6.6DCC per week average		
Acute on-call	1.722	1 in 13 evenings. 1:13 weekends. Resident weekend 0800-1900, and weekday evenings until 1900. On call from home 1900-0800	
On Call Availability Supplement			
Rota Frequency (Schedule 16, para 5) the number of consultants on rota)			
Total DCC	8.3 DCC		
SPA	1.5-1.75 SPA	0.25 educational supervision	Value of supplement as a % of WT basic salary (please tick appropriate box)
Frequency of Rota Commitment		Category A	Category B
Programmed activity		1.5 minimum	Number
Big Clinical care (including unpredictable on-call)	3.0%	8.3	
Medium Frequency professional activities	5.0%	2.0%	1.5- 1.75
Low Frequency 1.9 or less	3.0%	1.0%	
Other NHS responsibilities (to be discussed with Clinical Director)			
External duties (to be discussed with Clinical Director)			
Total Programmed Activities			10 PA job plan standard





# PERSON SPECIFICATION

## Assessment at Shortlisting stage

Category	Essential	Desirable	Scoring Matrix
<u>Qualifications And Registration</u>	<p>MRCP or equivalent</p> <p>Maintain Full registration with the GMC.</p> <p>Must have CCT and have been entered on the GMC Specialist Register at the time of the appointment.</p> <p>Specialist registrars that do not hold a CCT must be due to be awarded one within 6 months of the interview date.</p>	<p>Higher academic qualification (e.g. MD or MS).</p> <p>CCT in Stroke Medicine.</p>	Qualifications
<u>Training And Experience</u>	<p>Recent experience and familiarity of UK hospital systems and practices (or equivalent).</p> <p>Clinical training and experience equivalent to that required to gain UK CCT in General and Geriatric Medicine or Neurology or Acute Medicine.</p> <p>Training in diagnosis and treatment of Cerebrovascular conditions.</p>	<p>Training and Experience of management of Spasticity including administration of Botulinum Toxin</p>	Experience
<u>Further Training, Management, Audit</u>	<p>Evidence of recent CME/ reasonable training progression at this stage of career.</p> <p>Experience in audit project and written up</p> <p>Knowledge of contemporary NHS management issues.</p> <p>Knowledge of political context within which we operate.</p>	<p>Completion of a general management course or programme.</p>	Knowledge
<u>Research, Teaching, Publications</u>	<p>Proven teaching ability.</p> <p>Willingness to undertake teaching of medical under-graduates &amp; postgraduates.</p>	<p>Proven track record in research.</p> <p>Willingness to undertake further research.</p> <p>Ability to gain the trust and confidence of colleagues and patients.</p> <p>Ability to teach effectively</p> <p>Evidence of relevant publications in peer reviewed journals.</p> <p>Demonstration of involvement in clinical directorate management.</p>	Skills
<u>Leadership and Teamwork</u>	<p>Proven ability to build and maintain effective teams</p> <p>Have a positive attitude towards members of the wider healthcare team</p> <p>Evidence of good organizational and compassionate leadership skills</p> <p>Evidence of positive development and change management</p> <p>An understanding of positive leadership in the context of healthcare.</p>		
<u>Communication skills</u>	<p>Is empathetic and sensitive to the needs of others including patients and colleagues.</p> <p>An ability to explain complex and sensitive information, sometimes under stressful circumstances to others.</p> <p>Must be able to influence and persuade</p>		

	<p>effectively.</p> <p>Must have excellent written and verbal communication skills in order to write and present management reports as required.</p>		
<u>Other</u>	<p>Must reside within 30 minutes or ten miles from the principle place of work for on call.</p> <p>Must hold the appropriate Home Office work / residence status in order to provide work in the UK.</p>		