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Bwrdd Iechyd Prifysgol
Hywel Dda
Hywel Dda University
Health Board



Job Description

Appointment of Full Time
10 sessions – 37.5 hours per week

Consultant Gastroenterologist & General Physician

Base: Bronglais General Hospital
College approval Number & Date of Approval

Job Reference: 100-MED-BGH-117

Anticipated Start Date: Immediate

Links to Additional Information

- Hywel Dda University Health Board Homepage <http://www.hywelddahb.wales.nhs.uk/>

Don't forget you can follow us on our social media channels via your own devices and keep up to date with the latest news:

www.twitter.com/HywelDdaHB

www.facebook.com/hywelddahealthboard

www.youtube.com/HywelDdaHealthBoard1

www.linkedin.com/company/hywel-dda-university-health-board

Medical Recruitment, Hafan Derwen, St David's Park, Jobswell Road, Carmarthen SA31 3BB

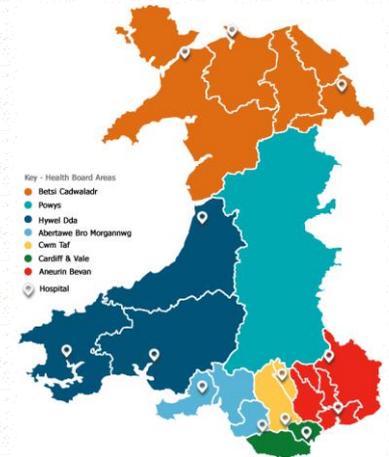
Tel ☎ 01267 239751 / Email ✉ Consultant.Recruitment.HDD@Wales.nhs.uk

Introduction

Office accommodation, secretarial support and full IT facilities including access to intranet and internet will be provided.

Hywel Dda Health Board is one of seven acute Health Boards in Wales, and covers a quarter of the land mass of Wales.

This post comes during a period of Health Board-wide service reviews, including a comprehensive reconfiguration of services for Mental Health in West Wales. The potential for Health Board-wide developments and a closer liaison with primary care and social services is substantial and exciting. A major expansion in undergraduate medical student teaching is planned.



Hywel Dda University Health Board provides services to the 3 counties of Ceredigion, Pembrokeshire and Carmarthenshire which together cover a quarter of Wales. It is predominantly rural in nature with areas of outstanding beauty attracting National Park status. Llanelli on the south coast is the only major industrial town in the area. Aberystwyth, Lampeter and Carmarthen are University towns. Cardiff, the capital of Wales is approximately 125 miles away while Swansea is about 65 mile away from Aberystwyth.

Any applicant who is unable, for personal reasons, to work full-time will be considered for the post. If such a person is appointed, modification of the job content will be discussed on a personal basis in consultation with Consultant colleagues.

NHS Wales Core Principles

The NHS is about people, working with people, to care for people. NHS Wales values all its staff – from Wales, the UK, EU and non-EU foreign nationals. As part of NHS Wales' ongoing commitment to strengthen the values and behaviours of Health Boards and Trusts, the following Core Principles have been developed which further help staff respond better to the demands for its services:-

- ✓ We put our patients and users of our services first
- ✓ We seek to improve our care
- ✓ We focus on wellbeing and prevention
- ✓ We reflect on our experiences and learn
- ✓ We work in partnership and as a team
- ✓ We value all who work for the NHS

These Core Principles describe how everyone within NHS Wales is expected to behave and help us all to achieve the highest quality in everything we do.

Introduction

Hywel Dda University Health Board is looking to appoint a full time (11 session) Consultant Gastroenterologist and General Physician. The successful applicant for this substantive NHS post will be based at Bronglais General Hospital in Aberystwyth, Mid Wales. This is a replacement post and you will join colleagues in a very dynamic and forward looking department that is supported by a comprehensively equipped established JAG accredited endoscopy Unit (a Beacon Site in Wales), Clinical Nutrition CNS and networked BBV service. There will also be an opportunity to contribute to the teaching of medical students from the Universities of Swansea and Cardiff.

Bronglais General Hospital in Aberystwyth, Ceredigion, is uniquely situated in the middle of the West coast of Wales and stands as a model of rural healthcare being one of the smallest acute District General Hospitals in the UK. As well as serving the population of Ceredigion, it also serves the neighbouring counties of Powys and South Gwynedd.

The hospital has developed a reputation of innovation and forward-thinking and has led the way in adopting new technology to enhance clinical services. Cancer MDT's, Neurology Clinics and other services utilise teleconferencing facilities to provide local access to Tertiary Services.

A substantive consultant Gastroenterologist, an experienced Associate Specialist, dedicated specialist nurses and a junior team including a clinical fellow and foundation trainees, would support the role. The role includes:

- Development of a comprehensive Gastroenterology service across Health Board based at Bronglais Hospital, Aberystwyth
- Acute inpatient assessment and treatment
- Full repertoire of gastrointestinal endoscopy
- Specialist DGH outpatient clinics
- Effective leadership to multidisciplinary staff members of the unit
- Development of teaching, training and research within the Organisation

The potential for Health Board-wide developments and a closer liaison with primary care and social services is substantial and exciting.

The successful candidate will join this team and areas of specialist interest will be encouraged and supported. The successful candidate will be expected to have specialty training and relevant experience in Gastroenterology and General Medicine and should be on the GMC specialist register for gastroenterology and general medicine (or be eligible for inclusion on the register within six months of the interview date) and have MRCP or equivalent.

You would work in both the acute, secondary care setting and in the community as required supporting the innovative and exciting work occurring outside the acute hospital.

You would also take part in the acute medical in-patient service for all adult age groups and be part of the General Medical on-call rota (currently 1 in 10 but with full recruitment moving to a 1 in 11).

Supervision and training of junior staff will be part of the role as well as mentoring medical students from both Swansea and Cardiff Medical Schools

Any applicant who is unable, for personal reasons, to work full-time will be considered for the post. If such a person is appointed, modification of the job content will be discussed on a personal basis in consultation with Consultant colleagues.

Details for Visiting

Those wishing to discuss the post informally in the first instance, or visit the department are encouraged to contact:

Dr Mark Narain
Consultant General Physician and
Gastroenterologist
Bronglais General Hospital
Tel: 01970 623131

Dr Annette Snell
Hospital Director
Bronglais General Hospital
Tel: 01970 623131

Shortlisted candidates will be encouraged to visit and contact the Local Panel Members – details of these will be available to shortlisted candidates when panel is confirmed

Please note that pre-interview visits to other Outside AAC panel members are neither required nor expected.

JOB DESCRIPTION

The Job Itself

<u>Title:</u>	Consultant Gastroenterologist & General Physician
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Professionally responsible to: The Medical Director

Managerially accountable to: Clinical Director & Acute General Manager/Clinical Team Lead within the Speciality with ultimate accountability to the Chief Executive

Responsibility for Staff as Part of this Post: All junior medical staff

This appointment is Health Board wide, with your principal place of employment being Bronglais General Hospital, Aberystwyth although other working locations including off site working may necessary and will form part of your agreed job plan. This will be subject to change as the Health Board's clinical requirements are amended to meet the needs of the service/patients.

The Clinical Strategy of the Health Board is under constant development and the job holder may be required to undertake different duties agreed at the time of appointment.

Purpose of the Post and General Responsibilities

To provide, with consultant colleagues (as appropriate) a service in Gastroenterology supporting the development of sub-speciality interest to the hospitals and community so designated with responsibility for the prevention, diagnosis and treatment of illness.

All clinical staff are accountable and responsible for their own clinical competence and should limit their actions to those for which they are deemed competent. Clinical staff are also required to comply with the requirements of their professional organisation regarding supervision.

As a senior employee of the Health Board the post holder will work in close co-operation with, and support other clinical, medical professional and managerial colleagues in providing high quality healthcare to the Health Board's patients.

Integral to the responsibilities of the post are the following requirements:-

- To ensure the provision and delivery of a first class clinical service
- To provide effective leadership to all staff engaged in the speciality
- To sustain and develop teaching and research wherever appropriate
- To undertake all work in accordance with the Health Board's procedures and operating policies
- To conduct clinical practice in accordance with contractual requirements and within the parameters of the Health Board's service plans
- To maintain the confidence of business plans and development strategies formulated for the specialty or the Health Board
- Core clinical expertise in Endoscopy and Gastroenterology
- Experience and knowledge of running a sub specialty service
- Ability to engage effectively in MDT for upper and lower GI tract malignancy
- Leadership and team building skills as well as working as part of a multidisciplinary team
- Supporting and training multidisciplinary teams
- Addressing the Intermediate Care Agenda
- Participating in CPD including Audit

- You are expected to maintain your professional development for Revalidation
- A Teaching and Training Role for medical undergraduates and postgraduates
- Educational Supervisor role to Junior and Middle Grade Medical Staff
- To undertake regular multidisciplinary clinical audit and provide evidence based medicine

The successful applicant will work at Bronlais General Hospital and provide a general Gastroenterology service and will provide a full repertoire of Gastrointestinal Endoscopy.

The successful applicant will be expected to contribute to the maintenance of standards for JAG accreditation and develop a subspecialty interest. There is an established and experienced CNS network for BBV and Nutrition team and you will be encouraged to take on clinical support and development. You will contribute to the existing Clinical Trial Program with the shared support of a Clinical Trials Nurse. An understanding of health informatics and enthusiasm to apply this within an evolving environment of healthcare within a Mid Wales Healthcare environment is desirable.

Specific Responsibilities of the Post

Clinical

- To share the responsibility for the acute care of Gastroenterology and General Medical inpatients based at Bronlais General Hospital supported by training and non-training doctors, nurses and allied professionals.
- To support the development and delivery of a sub specialty service in hospital and in the community
- To conduct clinical practice in accordance with contractual requirements within the parameters of the Division's and Health Board's agreed objectives.
- To develop and deliver a comprehensive service in Gastroenterology

Teaching/Training (as agreed with Clinical Lead/Hospital Director/AMD/MD)

- To provide conditions for improved training opportunities in line with national and local recommendations arising out of MMC and related requirements
- To participate in the undergraduate teaching programme
- To assist and participate with the development of postgraduate training for F1s, F2s, CTs, STs, SpRs, Speciality Doctors and other staff as appropriate
- Where agreed, to act as Educational Supervisor to junior and middle grade medical staff

Audit (as agreed with Clinical Lead/Hospital Director/AMD/MD)

- To promote evidence-based clinical practice
- To undertake regular audit

Research Opportunities in Hywel Dda

The Health Board has University status with strong links to the Swansea & Cardiff Universities to promote research & development and multi-professional teaching. We recently appointed our first Chair in Respiratory Medicine into the Health Board, with further appointments for the future, and we are the first Health Board in Wales to appoint Bevan Commission Fellows. This initiative programme aims to engage and capture the enthusiasm and commitment of our up and coming clinicians in Wales in addressing Prudent Health Care.

HDUHB is committed to enhance local research and development and the successful applicant would be strongly encouraged to develop a local research portfolio as part of their core NHS responsibilities (*Handbook to the NHS Constitution, January 2009*) as it improves patient outcomes (http://www.crncc.nihr.ac.uk/ppi/why_is_research_important) and is a Welsh

Government priority

(<https://www.wales.nhs.uk/sites3/page.cfm?orgid=580&pid=59041>).

The annual operating R&D Budget has increased by over 750% since 2008 and research operates across all 4 hospital sites with increasing opportunities in Primary Care.

- Basic sciences: we have memoranda of understanding with Swansea and Aberystwyth Universities, jointly funding post-doctoral researchers and co-supervising MSc, MPhil and PhD students in e.g. sport science, rehabilitation, medical engineering, psychology & qualitative research, management change, biomarker discovery and most recently metabolomics
- Commercial Trials: with experienced research nurses dealing solely with commercial companies working on your behalf and pharmacists dedicated only for clinical trials, our clinicians are working increasingly with major companies. This is not only in our established areas of strength such as diabetes and respiratory medicine, but new studies have just opened with Consultants as Principal Investigators in cardiology, lipid medicine, urology, rheumatology and dermatology
- Portfolio trials: there are specialist researchers from the Health & Care Research Wales and NIHR workforce recruiting patients into National and International trials across all 4 hospital sites and increasingly in Primary Care. New funding and a specialist R&D Manager will help any clinician act as a local Principle Investigator or develop their own pathway to portfolio work.

We have an 8-room Clinical Research Facility in PPH, with state of the art facilities that was opened in 2012 and new initiatives involve BioBanking, EU Lead for telemonitoring at scale and new Clinical Research Fellowships. For more details, please contact the Director of R&D.

Revalidation & Appraisal

- The post holder will be expected to participate in annual appraisal and to maintain a portfolio of supporting information to bring to appraisal as a basis for discussion. The All Wales format for appraisal is the online Medical Appraisal and Revalidation System (MARS),
- The post holder will be expected to maintain GMC Revalidation as and then required, and will be supported through this process by the appointed Revalidation Manager. The Responsible Officer for Hywel Dda Health Board is Medical Director.

Quality and Standards

- To be familiar with and actively promote adherence to the regulatory framework including NICE and National Service Framework Guidance and to actively promote professional standards "The Duties of a Doctor"
- To undertake all work in accordance with the Health Board's procedures and operating policies

Learning Organisation

- To be involved in and actively manage complaints and any medico legal claims in their area of practice, management of serious incidents and responsibility for sharing any organisational learning from these

Patient Experience

- To monitor and respond to measures of patient experience

Patient Safety

- To work actively to reduce unintended harm to patients

- To contribute actively to the content areas of the 1000 Lives Campaign and any other subsequent patient safety campaign
- To adhere to the Health Board's Clinical Incident Policy

Personal Development

- To attend accredited conferences and meetings to update personal level of clinical practice, teaching and management skills in line with CME requirements
- To participate in an annual Job Planning Review process
- To participate in the Health Board's Annual Appraisal process

Equal Opportunities

- It is the aim of the Hywel Dda HB to ensure that no job applicant or employee receives less favourable treatment on grounds of gender, religion, race, colour, sexual orientation, nationality, ethnic or national origins or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end, the HB has an Equal Opportunities Policy and it is for each employee to contribute to its success.

Flexible Working & work-life balance

Flexibility in employment is a key factor in demonstrating our commitment to fair and equal treatment inside the workplace and in attracting the highest calibre of applicants to work for the organisation. It is the aim of the Health Board that employees in all areas and levels of the organisation will be considered for flexible working in accordance with the Equality Act 2010 and regardless of their level of seniority, their current working pattern, or whether they are employed on a permanent or fixed term basis.

Management (as agreed with Clinical Team Lead/Hospital Director/AMD/ MD)

- To provide medical information for the development of systems appropriate for Health Board needs
- To participate in departmental consultant and senior staff meetings
- To attend other departmental, Divisional and Health Board meetings as necessary
- To attend regional and national meetings as necessary
- To undertake all work in accordance with Health Board procedures and operating policies
- To work within the financial and other restraints decided upon by the Health Board. Additional expenses of any kind will not be committed without the approval of the appropriate manager/budget holder.
- To co-operate with local management in the efficient running of services and an expectation to share with consultant colleagues in the medical contribution to management. In addition, it should be noted that a system of Clinical Directorship is in operation and close liaison with appropriate colleagues will be required
- To ensure that arrangements are in place for adequate medical staff to be available in relation to the treatment and care of patients

The post holder has a general duty of care for their own health, safety and wellbeing and that of work colleagues, visitors and patients within the hospital. This statutory duty is in addition to any specific risk management or clinical governance accountabilities associated with the post.

Finally, the post holder is expected to:

- Observe the rules, policies, procedures and standards of Hywel Dda University Health Board together with all relevant statutory and professional obligations
- Observe and maintain strict confidentiality of personal information relating to patients and staff

Specialty/Department Information

The post holder will be expected to help develop and deliver all aspects of the Gastroenterology service. There are currently six Consultant Gastroenterologists within Hywel Dda University Health Board and the incumbent will be required to support the expansion of this service in hospital and in the community working closely with the other colleague. Currently there are 5-10 acute unselected emergency admissions in a 24-hour period. The anticipated number of outpatients is 5-8 new patients or 10 follow-up patients or a combination thereof for each outpatient session, depending on support staff. Acute medical intakes will be on a 1:11 basis and junior doctor support is provided by the team of 1 FP2, 1 Clinical fellow and 1 SpR. The X-ray department has full CT, MRI, ultrasound and angiographic facilities. The endoscopy suite in Bronglais General Hospital provides a range of diagnostic and therapeutic services including colonoscopy, flexible sigmoidoscopy, endoscopic retrograde cholangiopancreatography.

This is a busy District General hospital. The successful candidate will work in close conjunction with other consultant physicians in the hospital and the community; the distribution of these posts is as follows:

Names of Senior and Consultant Members of the Department

Dr Annette Snell	Consultant Orthogeriatrician and Clinical Hospital Director
Dr Mark Narain	Consultant General Physician and Gastroenterologist
Mr Sebastian Simone	Consultant Colorectal Surgeon
Mr Cristian Soare	Consultant Colorectal Surgeon
Dr Donogh McKeogh	Consultant Cardiologist
Dr Lenka Raisova	Consultant Cardiologist
Dr Kevin Joseph	Locum Consultant Cardiologist
Dr Arun Ramappa	Consultant Acute Physician
Dr Ian Thompson	Consultant in Frailty Medicine
Dr Kaled Hatashe	Locum Consultant in Respiratory Medicine
Dr Zubair Ul-Hassan	Locum Consultant in Diabetes
Dr Syed Raza	Locum Consultant in Stroke Medicine
Dr Jyoti Gupta	Locum Consultant in Acute Medicine
Dr Elin Jones	Locum Consultant in Oncology

Location

The principal place of work for this post is currently Bronglais Hospital, Aberystwyth. The post holder will generally be expected to undertake their programmed activities at the principal place of work or other locations agreed in the Job Plan. Exceptions will include travelling between work sites and attending official meetings away from the workplace. A planned and cost effective approach is expected, and is included in the DCC sessional allocation. The post holder may be required to work at any site within the Health Board, including new sites.

Bronglais General Hospital

Bronglais Hospital may be the smallest District General Hospital in the UK, but its teams, services and departments have achieved excellence in their respective fields of care:

- The best heart failure outcomes in Wales

- Best fractured neck of femur survival in the UK
- Only consultant delivered anaesthetic service in Wales
- Fastest time to CT scan in Wales and one of the highest thrombolysis rate for stroke in UK
- First fracture liaison service in Wales
- Best emergency laparotomy outcomes in Wales

The services at Bronglais Hospital enable staff to provide 24/7 emergency care backed up with appropriate medical specialities and surgical (general and trauma) support on site. Bronglais Hospital also has strong links with regional centres for expert support and advice and hosts visiting services from within Hywel Dda Health Board and wider afield.

Aberystwyth and Surrounding Area

Aberystwyth is the principal holiday resort of West Wales and, as such, the town offers a variety of places to enjoy the Welsh sunshine such as the Victorian Pier and funicular railway, plus castle ruins. There is a strong food influence in Aberystwyth with many different types of cuisines on offer and a regular farmer's market is held in the centre of town. The Aberystwyth Arts Centre is one of the UK's largest arts centres. It is recognised as a 'national flagship for the arts', welcoming over 700,000 visitors a year and has a wide and varied programme of drama, music, comedy and art throughout the year.

Outside of Aberystwyth town, the county of Ceredigion offers many outlets to create the perfect work/life balance with outdoor pursuits such as surfing or cycling and a large fishing community, not to mention our stunning coastal walks, dolphin watching in Cardigan Bay and many golf courses.

Review

This job description will be regularly reviewed. It is intended as a guide to the general scope of duties and is not intended to be definitive or restrictive. It is expected that some of the duties will change over time and this description will be subject to review in consultation with the post holder.

Consultant Development and Mentoring Programme

We run a successful Consultant Development and Mentoring Programme within the Health Board, this programme is specifically designed to meet the needs of newly appointed consultants, and offers a current and future focus by:

- developing you as a senior leader, to enable you to effectively contribute to Hywel Dda and its future direction.
- Enhancing your capability as a senior leader and to support you to deliver organisational priorities
- build capacity for the future, by aligning current priorities with planning for delivering future service.
- delivering development aimed at consultants, enabling you to translate the NHS Medical Leadership Competency Framework (MCLF) behaviours into practice

The programme has been designed to support new Consultants to achieve the competencies required from the Medical Leadership Competency Framework (MCLF). This framework has been included within the NHS Leadership Framework (LF), and as such is consistent in its language and approach.

In addition, the programme offers:

- membership of an action learning set for the duration of the programme

- have access to diagnostic tests to support identification of individual learning and development needs, including the LF 360° self-assessment
 - the opportunity for Academic accreditation (tbc)
 - access to an executive coach
 - opportunity to meet with the Chief Executive and Chair of Hywel Dda
 - access to the Hywel Dda quarterly leadership forum
 - invite to join the senior leadership programme's master classes
- A mentorship Scheme is also in place within the Health Board, with over 15 fully trained mentors to which all newly appointed Consultants will be allocated

Provisional Job Plan

Actual DCC/SPA split will be discussed and agreed with the successful applicant in the light of their individual agreed SPA needs.

Also the successful candidate will be allocated 0.5 SPAs per week in their first 12 months to participate on our Consultant Leadership Programme

(As required under paragraph 30a of the Terms and Conditions of Service)

Day	Time	Location	Work	Category	No. of PAs
Monday	Am	Bronglais Hospital	Ward Round		1.00
	Pm	Bronglais Hospital	SPA		1.00
Tuesday	Am	Bronglais Hospital	Ward Referrals / Endoscopy reporting admin		1.00
	Pm	Bronglais Hospital	OPD		1.00
Wednesday	Am	Bronglais Hospital	CRC MDT/Ward Round		1.00
	Pm	Bronglais Hospital	Endoscopy		1.00
Thursday	Am	Bronglais Hospital	Admin		1.00
	Pm	Bronglais Hospital	OPD		1.00
Friday	Am	Bronglais Hospital	Ward Round/MDT		1.00
	Pm	Bronglais Hospital	SPA		1.00
TOTAL Sessions					10.00
SESSIONS					No. of Sessions
Direct Clinical Care (including patient administration)					8
On Call – 1:10 prospective cover					1
Supporting Professional Activities					2
TOTAL Sessions					11
On-Call Availability Supplement					
Agreed on-call rota – Prospective					1:9
Agreed Category – OHI					Band 3

This Job Plan is provisional and will be discussed and agreed with the successful candidate upon appointment and annual job plan review.

In line with the terms and conditions, the final job plan is subject to the agreement of the Health Board through the Clinical Team Lead/CLINICAL DIRECTOR and the appointee.

Person Specification **CONSULTANT PHYSICIAN WITH A SPECIAL INTEREST IN GASTROENTEROLOGY**

Requirements	Essential	Desirable	Measurable by
Qualifications	<ul style="list-style-type: none"> - Full GMC Registration and Licence to Practice - On Specialist Register with GMC or CCT due) within 6 months of interview date - Or CESR or equivalent European Qualifications for Specialist Registration - MRCP - Valid Certified Advanced Life Support Skills - 	<ul style="list-style-type: none"> - Appropriate Higher Degree e.g. MD, PhD or MSc or equivalent 	Application
Clinical Experience	<ul style="list-style-type: none"> - Broad based experience in General Medicine and Gastroenterology - Knowledge of UK hospital systems (or equivalent) - Knowledge and participation in CPD - competent in all modalities of diagnostic gastrointestinal endoscopy - Safe and effective written and verbal communication skills - Knowledge and experience of communicating bad news - Meet the requirement of the GMC's "Good Medical Practice" 	<ul style="list-style-type: none"> - Experience of NHS - Wider experience, research and training in providing sub specialty service - Additional clinical qualification(s) 	Application / Interview
Clinical Governance	<ul style="list-style-type: none"> - Evidence of participation in clinical audit and understanding role of audit in improving medical practice - Comprehension of core philosophy and building blocks of Clinical Governance 	<ul style="list-style-type: none"> - Knowledge of risk management - Knowledge of annual job planning/appraisal review process 	Application / Interview
Research	<ul style="list-style-type: none"> - Experience and knowledge of critical appraisal of evidence so as to improve clinical outcomes 	<ul style="list-style-type: none"> - Evidence of initiating, progressing and concluding research projects with publication - Research degree 	Application / Interview
Teaching	<ul style="list-style-type: none"> - Evidence of organising programmes and teaching medical students and junior doctors - Willingness to teach all grades of professional multidisciplinary staff 	<ul style="list-style-type: none"> - Organisation of further teaching programmes in medical education - "Training the Trainers" experience 	Application / Interview
Management	<ul style="list-style-type: none"> - Knowledge of the management and structure of the NHS - Willingness to participate in clinical management 	<ul style="list-style-type: none"> - Evidence of management training 	Application / Interview
Personal Qualities	<ul style="list-style-type: none"> - Ability to cope with stressful situations and undertake responsibility - Excellent interpersonal skills and team-working skills - Ability to work as part of a multidisciplinary and multi-agency team and alone - Ability to work flexibly in response to the changing needs of Geriatric Service <p>Ability to embrace the following personal values and behaviours on a daily basis:</p> <ul style="list-style-type: none"> · Dignity, Respect and Fairness; · Integrity, Openness and Honesty; · Caring, Kindness and Compassion. <p>Ability to demonstrate a commitment to our organisational values:</p> <ul style="list-style-type: none"> · Working together to be the best we can be; · Striving to develop and deliver excellent services; · Putting people at the heart of everything we do 	<ul style="list-style-type: none"> - Evidence of leadership attributes - Motivational skills 	Interview

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