

# Haematology Consultant

Division of planned care

## 2023-2024



# Contents

**About the department .....3**  
The Department of Haematology.....3  
Haemoglobinopathy Service .....5  
**Welcome .....9**  
Message from Adam Sewell Jones,  
Chief Executive .....9  
Message from Dr Justin Daniels,  
Medical Director.....10  
**Other messages.....11**  
**About us .....13**  
**Benefits.....15**  
Wellbeing.....15  
Travel.....15  
Work/Life Balance .....15  
Learning and Development .....15  
Financial .....16  
Other.....16  
**The post.....17**  
**Person specification .....19**  
**Our values and priorities.....21**  
**Our Strategic Priorities .....23**  
**The board .....25**  
**Other information.....33**  
Terms and Conditions.....33  
Training and Education.....33  
Continuing Professional Development, Appraisal and Revalidation.....34  
Clinical Governance .....35  
Clinical Governance .....35  
Equality, Diversity, and Inclusion .....36  
Supplementary Information .....37  
Confidentiality .....37  
Health and Safety.....37  
Sustainable Development.....37  
Safeguarding .....37  
Infection Control .....37  
Maintaining Medical Excellence .....38  
Emergency Circumstances.....38



## The Department of Haematology

Haematology services sit within the Planned Care Division under the remit of Claire Moore, the Divisional Operations Director

Haematology is part of the wider Pathology department, which also incorporates Microbiology and Cellular Pathology services. The management arrangements are consistent with the recommendations of the Strategic Review of Pathology Services.

Planned care division	
Divisional Medical Director	Miss Marie Lyons
Divisional Operations Director	Mrs Claire Moore
Clinical Director of Pathology	Dr Ashish Narula
Deputy Divisional Operations Director	Mrs Natasha Simper

The hematologists are managed by the Clinical Director of Pathology and are accountable to the Medical Director.

There are 4 Heads of Departments, one for each of the main pathology disciplines, (microbiology, cellular pathology, and haematology and blood sciences). They provide professional leadership and are responsible for the service co-ordination and provision across all sites.

Haematology oncology is centralised at Lister Hospital with intravenous chemotherapy provided in the Lister Macmillan cancer centre and chemotherapy Unit.

The Macmillan chemotherapy unit is staffed by chemotherapy trained nurses. Initially the unit opened with 14 chemotherapy chairs in use with the option to expand to 18 chairs according to demand. There is a near patient blood count analyzer, access to a rapid pathology results service and open access for patients. Each consultant reviews their own patients on the wards, day unit, outpatient clinics and in case of annual or study leave, cover is provided by the on-call consultant of the week.

There is access to a PET scanner at Mount Vernon Hospital with access at the Lister due in the very near future. The haematology service at the Lister is supported by a specialty doctor in haematology, a foundation year 2 doctor shared with oncology and respiratory medicine and haematology clinical

nurse specialists, funded by MacMillan. The clinical hematologists work closely with the medical and clinical oncologists and the general medical firms to provide day to day care for inpatients. Plans are at an advanced stage for the development of haematology inpatient beds.

As the Lister hospital has an active and expanding regional renal unit which covers Hertfordshire, Bedfordshire, and West Essex. The hematologists manage a large proportion of haemato-oncology patients, especially myeloma patients, presenting with acute renal failure.

Radiotherapy is provided mainly at Mount Vernon Cancer Centre, although some patients go to UCLH or CUH.

Since 2014 ENHT has had a combined haematology MDT with the Luton & Dunstable Hospital. This combined MDT has histopathology radiotherapy and clinical oncology input from Lister and Luton as well as specialist myeloma and lymphoma input from consultants at the tertiary centre at UCLH.

The current haematology service is to level 2a standard (BCSH).

Day-case facilities for haematology patients are provided on the Ascots Day Hospital at the New QEII Hospital and the Medical Day Unit at Lister Hospital. Elective transfusions, immunoglobulin and iron infusions are given on the day units and simple day case procedures such as venesections are carried out. At Lister Hospital a nurse-led venesection clinic is established for patients with haemochromatosis and polycythemia.

The workload for the main haematology day treatment centre at Lister figures are:

Patient Numbers for 2018/19	
Venesections	912
Blood products	1182
Zoledronic acid	500

The department does not manage patients with hemophilia except on an emergency basis but works closely with the hemophilia units at the Royal Free Hospital and CUH.

# Haemoglobinopathy Service

## Adults

Currently 60-70 patients are registered in the haemoglobinopathy database. Dr De Kreuk from the North Middlesex Hospital will provide an outreach service and a joint specialist clinic is undertaken once every 3 months.

## Pediatric Service

Joint pediatric haematology clinics are held bimonthly at the New QEII. The Lister clinic manages children with haemato-oncological diseases on shared care with CUH or Great Ormond Street. The New QEII clinic sees children with non-malignant hematological disorders including sickle cell disease and thalassemia. The Haematology department provides shared care for teenagers with haemato-oncology disorders in conjunction with the adolescent unit at UCLH or CUH. The post holder will be expected to attend the monthly pediatric POSCU MDT

The department is fully compliant with NICE IOG standards in hematological malignancy. The department holds full CPA accreditation and is fully MRHA compliant.

## Current Pathology Service

Pathology services for ENHT are based in Lister Hospital.

The blood sciences department is based at Lister Hospital and provides clinical biochemistry haematology and blood transfusion laboratory services. The department holds full UKAS accreditation. Staffing is predominantly with multidisciplinary biomedical scientists. Consultant cover is provided by hematologists, biochemists, and a consultant immunologist.

The IT systems used in pathology are Win Path for the Laboratory Information Management and ICE Sunquest for Undercomes and results.

Phlebotomy services are provided across three sites: Lister, New QEII and HCH. Community phlebotomy for primary care is also provided by ENHT.

The pathology department has an active clinical governance programme and meets monthly under the chairmanship of the clinical director to review audits, incidents, the risks, and clinical learning in order to provide safe services. The clinical director is responsible for developing a clinical service strategy for the directorate and agreeing a plan for its implementation. He is required to provide management guidance, support, and leadership to the medical colleagues.

## Children

A joint pediatric haemoglobinopathy clinic is held bimonthly.

The individual laboratories are:

## Clinical Biochemistry

Has a managed service contract with Roche for the provision of biochemistry tests. The laboratory uses Cobas 6000 as the main analyzer for all biochemistry testing. The laboratory processed 2,800,000 tests in 2018/19.

## Haematology

Has a managed service contract with Roche for the provision of full blood count and coagulation tests. The laboratory uses Sysmex XN-2000 for the analysis of full blood count and CS2500 for coagulation. The laboratory processed 570,000 tests in 2018/19.

Haematology Clinical Activity 2022/2023	
New Patients	2818
Follow up patients	11410
Bone Marrow Trephines	333
Blood Films	1558 (average 30/week)

Currently haematology inpatients are looked after by the general medical firms.

## Blood Transfusion

Has a managed service contract with Roche for the provision of blood group testing and antibody screen and identification. The laboratory uses Grifols Erytra for performed pre-transfusion testing. The laboratory processed 106,000 tests in 2018/19.

The department is MRHA compliant. A major project is underway to implement end to end blood tracking throughout the Lister site. A trust wide hospital blood transfusion committee is in operation and meets regularly. There is an active hospital transfusion team, supported by the consultant lead for transfusion, transfusion practitioners, biomedical scientists, and an administrator.

## The workload activity 2018-2019 - Blood products issued:

RBC units: 11978 Platelets units: 738 Frozen products: 1235  
HODS Service Since 1st May 2019 all haemato-oncology specimens are sent to the HODS service at UCLH.

## Anticoagulant and Thrombophilia Services

The pathology department provides a comprehensive service for the outpatient management of DVT and oral anticoagulation. There are outpatient services at Lister, Hertford County and New QEII sites. The department operates the Dawn anticoagulant computer programme which is linked to the Clinics Win path Laboratory Information System. Roche CoaguChek instruments are used in these clinics which are staffed by anticoagulant nurse practitioners.

Blood Sciences Consultants	
Dr Judith Hanslip	Haematologist, Head of Department and Lead of Haemato-Oncology MDT
Dr Xenofon Papanikolaou	Haematologist and Lead for Myeloma and Blood Transfusion
Dr Muhammad Hasan	Haematologist and Lead for Haemostasis and Thrombosis
Dr Adie Viljoen	Chemical Pathologist
Dr Scott Pereira	Immunologist
Histopathology	
Dr Ashish Narula	Histopathologist & Pathology Clinical Director
Dr Samita Agarwal	Histopathologist
Dr Waria Mohamid	Histopathologist
Dr Seema Angra	Histopathologist & Head of Department
Dr Kware Adu-Poku	Histopathologist
Dr Lisa Mears	Histopathologist
Dr Raj Swamy	Histopathologist
Dr Yasotha Thevacumar	Locum Histopathologist

Microbiology	
Dr Eleni Mavrogirou	Microbiologist and Head of Department
Dr Kyriaki Ranellou	Microbiologist
Vacant Post	Microbiologist
Career Grade	
Vacant Post	Specialist in Microbiology



# Welcome

## Message from Adam Sewell Jones, Chief Executive



Thank you for expressing an interest in working here as a Consultant at East & North Hertfordshire NHS Trust.

East and North Hertfordshire NHS Trust is a very special organisation. Our teams are amazing, and this has been demonstrated even more so during the unprecedented challenges brought about by the Covid-19 pandemic. Our ability to be flexible and innovative in the way in which we work and deliver our services to our catchment has never been more important than it is now.

We are a large acute Trust which operates across four sites; acute services are offered at the Lister Hospital; specialist cancer services at the Mount Vernon Cancer Centre (MVCC); and non-acute services offered at Queen Elizabeth II and Hertford County hospital. We underwent an extensive £150m reconfiguration some years ago which saw all inpatient and complex services centralized at the Lister.

We are an organisation with a strong culture of positive values and our ambition is to provide high-quality, compassionate care to our community in all that we do, including patient experience, clinical outcomes, patient safety and financial sustainability.

We have many great people working for us doing all sorts of roles, ranging from porters to doctors, from

administrators to nurses, and everything in between. But we all share one vision – we put our patients at the heart of everything we do.

The Consultant body here numbers well over 300 and, as the most senior doctors in the organisation, they are an influential, knowledgeable, and vastly experienced group of clinicians who prioritize the delivery of excellent care and the safety of our patients.

The delivery of healthcare is constantly in a state of change and flux nationally as well as locally and we are determined to appoint Consultants who will not only deliver high quality clinical care but will also contribute to the continued improvement of our services.

If you decide to apply, you will be joining us at an incredibly exciting time as we continue our transformation journey. I hope very much, that after reading this pack, you will want to join us on that journey.

Whether you have an interest in education, research & development, medical leadership, or some other passion, I welcome your application and wish you the best of luck.

**Adam Sewell-Jones**  
Chief Executive

## Message from Dr Justin Daniels, Medical Director

Before you decide to apply for a consultant job, you need to be really sure that the hospital you are looking has values and ambition that align with yours.

East and North Hertfordshire NHS trust wants its' consultants to succeed – we will give you the support, the resources, and the infrastructure to give your patients safe, excellent care. When you start, our new consultant programme will allow you to understand how the hospital works.

In return we ask for your support to help us to provide care that we would all be proud to recommend to our families and friends.

We want consultants who are research active, we want consultants who are keen on education and

training. We also want consultants who can innovate and who can lead.

If you are excited about working for us, then please get on and apply. I look forward to meeting you.

**Justin Daniels**  
Consultant Paediatrician and Medical Director



## Other messages

**Anna-Marie Kealey**  
Interim Deputy Divisional Director  
Planned Care

The Clinical Haematology Department are instrumental in the safe and effective delivery of our clinical services. We have restructured our Operational Leadership Team to ensure we have effective inclusive relationships between professional groups. We are proud to put the patient at the heart of everything we do, and support this by strong triumvirate working. We are committed to the development of our clinical and operational teams. Our vision is to be trusted to provide consistently outstanding care and exemplary service.

This is an exciting time to join the Clinical Haematology Department as we review new ways of working with a particular focus on how we support our cancer patients.

I really look forward to welcoming colleagues to the haematology department supportive of new ideas and ways of working.



**Dr Ash Narula**  
Consultant Histopathologist  
Clinical Director for Pathology

I joined the trust in 2012 as consultant Histopathologist. I was amazed at the quality of work being done at this trust which made me continue here. I later become clinical lead for histopathology and in 2017 CD pathology. I feel myself very lucky to be part of a professional team which has highly enthusiastic and hard-working consultants, always happy to help and support the junior staff members. We have an excellent lab and office support staff.

I am lead Histopathologist for Cervical screening cancer service and lead Histopathologist for gynaecology pathology and breast pathology services. I live in London and find daily commuting much easier than travelling within the city.

Outside work I enjoy spending time with family and friends. Highly recommend our trust if you are looking for a good work life balance.

**Laarni Calonzo**  
General manager for Diagnostics, Clinical Haematology and Breast  
HTA Designated Individual

I am a Biochemist by profession and joined the trust in 2015 as the Pathology Quality Lead. In 2017, I took on the role as the Pathology Services Manager and currently hold the role of General Manager for Diagnostics.

I enjoy working for the trust as there is always opportunity to develop my skills and potential. Everyone that I work with is caring, compassionate and supportive.

**Dr Judith Hanslip**  
Clinical Haematology Lead

I have worked as a Consultant at the Trust for over 20 years, I have previously been Clinical Director for Cancer Services and am currently Head of Haematology. I have a special interest in Haemato-oncology. I am passionate about developing the highest standards of patient focused evidence based healthcare and strengthening links with tertiary centres, chiefly UCLH and Addenbrookes. We have a great team in Haematology and are looking forward to recruit enthusiastic and committed colleagues.

# About us



Since our creation in April 2000, we have undergone significant change. By the end of 2014 we delivered one of the most complex service reconfigurations in the NHS – both to deadline and budget. Under the banner of the Our changing hospitals programme, this saw an investment of £150 million to transform Lister Hospital into the trust's specialist emergency and inpatient hospital serving the local people of east and north Hertfordshire and parts of Bedfordshire (some 600,000 people).

The changes to Lister Hospital were completed in October 2014, following which our colleagues in the local clinical commissioning group opened the £30 million New QEII Hospital in Welwyn Garden City, which provides a range of ambulatory care services such as outpatient clinics, diagnostics, endoscopy, and antenatal care, along with a 24/7 urgent care centre.

Over recent years, we have encountered ever-increasing demand in a tighter financial climate, and we have needed to focus on our work to improve quality and patient experience. These are challenging times, and we continue to face a range of operational, financial and workforce pressures.

We must support the health, wellbeing and resilience of our staff who have experienced the most challenging years in the history of the NHS. A recent staff survey shows that, despite improvements, we have not made the progress we would like in relation to bullying and harassment and ensuring equality, diversity, and inclusion for all our staff. We know that the financial climate will be tougher, and we must tackle the elective waiting list demands. However, we have much to be proud of in terms of our current performance.

Delivery against the core standards has been impacted by the COVID pandemic - we responded well to an increased number of COVID positive patients requiring critical care, respiratory specialist beds and general inpatient beds. Despite this, we delivered good performance on cancer targets especially during the pandemic, when we maintained the targets including the 62-day referral to treatment target, one of only 6 Trusts to do so. Based on the latest data for this target in August 2022, our Trust is ranked 10th in the country. Alongside other NHS providers, we have a significant number of patients awaiting elective care and the waiting time has become longer because of COVID. Tackling this issue continues to be an important priority for us.

We remain committed to our journey of transformation, constantly improving the services that we provide to our communities and improving our CQC rating. We are an engaged and proactive system partner, and we are looking forward to more system working both locally within our ICP and across the ICS and regionally through the provider

collaborative. We will continue to play a key role in developing long term plans to help keep people healthy and ensure high quality joined up care when needed.

The Trust has benefitted in recent years from an increase in capital funding which has enabled it to improve its diagnostic equipment, expand its treatment facilities and refurbish its mortuary. However, along with the NHS, the Trust is experiencing a challenging financial year in 2022-23 as it transitions away from COVID and back to business as usual. This role will be pivotal in helping the Trust to return to its pre covid levels of productivity and efficiency, whilst delivering safe, high quality, care in a financially sustainable way.

Given the climate of considerable change, we have begun the work of refreshing our strategy to develop an integrated strategic business plan. This will look at the shifting context for the NHS and seek to outline what the Trust could look like by 2030. This work is looking more specifically at the impact of COVID, wider provider and system change, the financial and capital development regime as well as the move to integrated care. In particular, the Trust is looking at the future shape of its clinical services to ensure that they are best in class and able to deliver significant health gain. The aim of this strategy is to understand and respond to population health needs, improve cancer outcomes, improve patient, and staff experience and improve access to local services.

# Benefits

As a Trust employee, you can access a range of financial and non-financial benefits to support our staff in all aspects of their life.

## Wellbeing

- Get confidential advice and support on personal, work, family, and relationship issues, 24/7, from our Employee Assistance Programme
- Offers and discounts at local gyms
- In-house Health at Work service with advice line and self-referral facility for staff as well as signposting and access to other support, such as weight management clinics and physiotherapy
- On site workplace pharmacy at Lister offering a minor ailment service, flu vaccinations, travel clinic, sexual health, smoking cessation, and health check services
- Opportunity to discuss ideas, problems or concerns easily and anonymously with our Speak in Confidence service

## Travel

- Save up to 30% on a new bicycle through our Cycle to Work scheme
- Reduced staff car parking costs through our Car Sharing scheme
- Discounts on local buses and trains
- Competitive rates through our car lease scheme
- Inter-site transport minibus which includes shuttle to Stevenage Railway Station

## Work/Life Balance

- Pursue different interests with the security of employment on your return from your break of 3 months to 5 years with our Career Break scheme
- Generous annual leave with additional days awarded for long service
- A variety of different types of paid and unpaid leave covering emergency and planned leave, such as special leave/ emergency leave/carers leave, through our Special Leave policy
- A Retire and Return scheme, enabling you to draw your pension whilst continuing to work for us after a short break
- **Options for flexible working to provide you with a healthy work/life balance such as part time working, term time only, compressed hours (subject to service requirements), and flexible work schedules**

## Learning and Development

- Extensive range of learning and development opportunities, including coaching, for both clinical and non-clinical topics
- Access to our Grow Together scheme, ensuring that you have meaningful, quality conversations with your manager about what matters to you and your development

- We fully encourage our staff to develop to their full potential and are supportive of secondments, acting up opportunities and all learning and development activities

## Financial

- Discounts on restaurants, getaways, shopping, motoring, finance through a variety of providers
- Access to the NHS Pension Scheme, providing generous benefits upon retirement, as well as a lump sum and pension for dependents

## Other

- Local and Trust wide staff award schemes where staff are nominated and recognised by their colleagues and peers for their hard work
- Assistance in relocating for some staff with our Relocation Policy



# The post

Title	Consultant
Specialty	Haematology
Sub-specialty	Haematological Oncology particularly Chronic Lymphocytic Leukaemia
Basic programmed activities	10
Summary of role	<ul style="list-style-type: none"> <li>To provide care and support to haematology patients at the Lister hospital in conjunction with other members of the haematology team</li> <li>To provide an advisory service for haematology problems arising in non-haematology inpatients</li> <li>To provide medical leadership of clinical and laboratory aspects of Chronic Lymphocytic Leukaemia complying with current regulatory frameworks.</li> <li>To participate in authorisation of haematology laboratory results including examination and reporting of blood films and bone marrows</li> <li>To liaise with paediatric departments in developing transitional arrangements for teenagers with haematological malignancy</li> </ul>
Key responsibilities	<ul style="list-style-type: none"> <li>Maintenance of high-quality patient centered care</li> <li>Shared responsibility for the day-to-day management of the service and participation in strategic planning</li> <li>Teaching and training within the multidisciplinary service</li> <li>Active involvement in multidisciplinary team meetings and directorate clinical governance activity</li> <li>Active participation in continuing medical education.</li> </ul>

Equality Diversity & Inclusion (EDI) responsibilities	Always demonstrate behaviours that support the Trust's commitment to equality, diversity and inclusion as detailed in the Herts and West Essex Integrated Care System Joint Statement on Equality, Diversity and Inclusion, so that our workplaces are free from harassment and/or unlawful discrimination and where diversity is actively valued and celebrated.
Indicative additional programmed activities	The Trust offers the opportunity to undertake an additional 0.391PA Please see timetable for details.
Indicative On -Call commitment	1:4 on call (including this post)
Base (you may be required to work on a temporary basis elsewhere within the Trust)	Lister Hospital
Appointment type and appointment term (substantive/fixed term & duration)	Substantive
Number of posts available	1.00 WTE
Responsible to	Dr Ashish Narula, Clinical Director
Accountable to	Dr J Daniels, Medical Director

# Person specification

Requirements	Essential	Desirable	Measure
<b>Qualifications / Training</b>			
Entry on GMC Specialist Register or, be within 6 months of receipt of Certificate of Completion of Training (CCT) at time of interview or, provide GMC confirmed eligibility for entry on the Specialist Register	Y		Application form
FRCPATH or equivalent	Y		
Postgraduate degree (or equivalent)		Y	
Royal College Fellowship		Y	
Evidence of being up to date and fit to practice safely, and aware of own training needs	Y		
<b>Previous Experience</b>			
Broad range of experience in Haemato-oncology	Y		Application form
Fully competent in clinical and laboratory haematology		Y	
Experience of supervising undergraduates, doctors in training and other colleagues	Y		
Ability to offer and be accountable for full and independent expert diagnostic opinion	Y		
Can evidence leading on patient safety issues and achieving a change in practice	Y		
Demonstrates an interest and commitment to the specialty	Y		Interview
Published papers and original work in peer reviewed journals		Y	
Demonstrate an understanding of the basic principles of audit, evidence-based practice and clinical quality improvement initiatives		Y	

Skills			
Able to evidence engagement with clinical governance and the identification of errors and the learning from errors.	Y		Application form
Evidence engagement with appraisal and revalidation	Y		
Able to show situational awareness and application of good decision making	Y		Interview
Ability to effectively teach clinical skills	Y		
Ability to critically appraise published evidence	Y		
Knowledge			
Demonstrate understanding of basic principles of audit, evidence-based practice, and clinical quality improvement initiatives	Y		Interview
Comprehensive knowledge and insight regarding all the domains within the GMC standards of Good Medical Practice	Y		
Other requirements			
Demonstrates an interest and commitment to the specialty	Y		Interview
Experience and evidence of engagement around the equality, diversity, and inclusion agenda. Able to actively support the development of a culture that recognises and promotes equality, values diversity, and actively leads by example in deploying these qualities. Understands the impact on equality, diversity, and inclusion issues in all aspects of service delivery and planning	Y		
Role model our Trust values every day	Y		
Understands and can demonstrate the values of the NHS constitution	Y		
Evidence of being up to date and fit to practice safely, and aware of own training needs	Y		

## To arrange an informal visit, please contact the below

Dr Ashish Narula Clinical Director	ashish.narula@nhs.net	01438 288040
Dr Judith Hanslip	judith.hanslip@nhs.net	Via switchboard on 01438 314333
Miss Ope Dare-Ilori Medical Resourcing Advisor	opeoluwa.dare-ilori@nhs.net	(01438) 286544

# Our values and priorities

**Our vision is:** "To be trusted to provide consistently outstanding care and exemplary service"

**Our mission is:** Providing high-quality, compassionate care for our communities

**Our values are:**



We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide



We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new



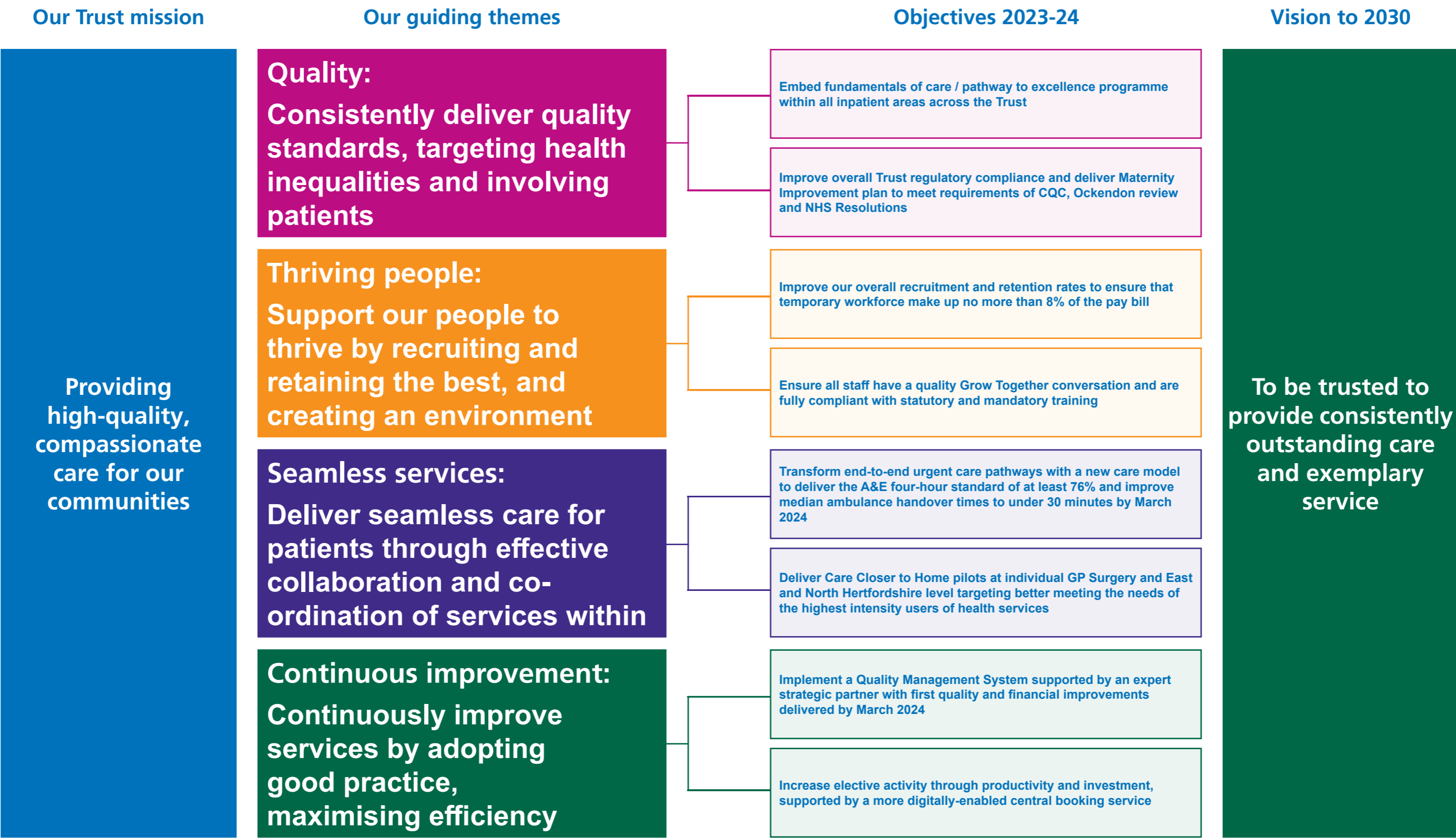
We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels



# Our Strategic Priorities

In May 2022 we launched our new 2030 strategy. Our strategy was developed with engagement from our staff, patients, and partners throughout 2021 and consists of four strategic priorities which provide a framework to help the Trust meet the needs of the community, and the challenges faced by the local health and care system over the next five years.

Our strategic priorities are underpinned by our values and a sense of enabling strategies including the people, quality, finance, and estates strategies.



# The board

East and North Hertfordshire NHS Trust is run by a Trust Board that consists of full-time executives and a part-time non-executive chair and directors. The role of the Trust Board is to manage the Trust by:

- Setting overall strategic direction within the context of the NHS priorities
- Ensuring high-quality, effective, and patient-focused services through clinical governance are delivered
- Regularly monitoring performance against objectives
- Providing financial stewardship through value for money, financial control, and financial planning
- Ensuring high standards of corporate governance, personal conduct, and compliance with statutory duties
- Promoting effective dialogue with the local communities served



**Ellen Schroder, Chair**

Ellen became chair of the Trust on 1st April 2016 and was reappointed for a second term of four years on 1st April 2020. She was previously vice chair and lay member of the Camden Clinical Commissioning Group and, before that, a non-executive director of Imperial College Healthcare NHS Trust and its predecessor St Mary's NHS Trust, where she chaired both the audit and finance committees.

Ellen holds various other non-executive positions including chairing the PFI companies which built Amersham and part of High Wycombe hospitals. She is also a Trustee of the Radcliffe Trust, one of the oldest charities in the UK. Her professional career covered 25 years in the City, working in corporate finance for the investment banks Dresdner Kleinwort Benson and Wood Gundy.

**Adam Sewell-Jones, Chief Executive**

Adam has worked in the NHS since 1992 and is passionate about continuously improving services for patients. Having joined as a trainee accountant, he qualified as a Chartered Management Accountant and held several finance and operational management roles in trusts in London and Essex. At Basildon and Thurrock University Hospitals NHS Foundation Trust he held the positions of Director of Finance and Continuous Improvement, Chief Operating Officer



He then went on to hold national leadership roles as Director of Provider Sustainability, Director of Improvement and Regional Director for the South West of England. In these roles he led several national programmes including the Virginia Mason NHS partnership, the Vital Signs programme, the Culture and Leadership programme and the Aspiring CEO programme, as well as national policies for improvement and leadership development.

Prior to joining the Trust Adam was the Chief Executive of Newham Hospital in East London. He also remains a faculty member of the Good Governance Institute.



**Peter Carter OBE  
Non-executive Director**

Peter was chief executive at the Royal College of Nursing from January 2007 to August 2015. Prior to his role at the RCN, he was chief executive of the Central and North West London NHS Foundation Trust for 12 years. Now an independent healthcare consultant, Peter was awarded an OBE for services to the NHS in 2006.



**Karen McDonnell**  
Non-executive Director

Karen, who lives in St Ippolyts (near Hitchin), studied Bacteriology at Newcastle University before joining the Northern Regional Health Authority as a finance trainee in 1983 based in Newcastle. In 1985 she joined the Audit Commission where she completed her accountancy training. Karen held a variety of senior positions at the Audit Commission, including as a district auditor and regional director, before leading the Audit Practice and its 900 staff through the transition of outsourcing the Commission's work to the private sector during 2011 and 2012.

Karen was appointed as the Comptroller and Auditor General (C&AG) to the States of Jersey in January 2013 and completed her 7-year term in December 2019. In addition to her role at the Trust, Karen acts as an adviser to Public Sector Audit Appointments (PSAA).

**David Buckle**  
Non-executive Director

A GP in Woodley, Berkshire for over 30 years, David also has had a long career in clinical leadership and, subsequently, medical management. In 2015, he was appointed as the medical director for the Herts Valleys Clinical Commissioning Group before retiring in early 2018. His first non-executive director role was for Berkshire Healthcare NHS Foundation Trust where he chaired the quality committee. His other NHS non-executive role is for Salisbury Hospital Foundation Trust.

David has been a member of the Society for the Assistance of Medical Families for over three decades. This charity which supports Doctors in difficult times, started up 230 years ago and David was voted President in 2018. He is also a trustee and vice Chair for the Stroke Association, the country's largest stroke charity.



**Jonathan Silver**  
Non-executive Director

Jonathan, who lives in Aldenham, studied operational research and accountancy at Strathclyde University, graduating in 1978. On qualifying as a chartered accountant with Grant Thornton in 1981, he moved to Fisons plc. After five years, Jonathan joined Laird plc – a global technology company providing systems, components and solutions that protect electronics from electromagnetic interference and heat, and that enable connectivity in wireless applications and antennae systems. Following 29 years with Laird, the last 21 of which had been as its chief financial officer and main board director, Jonathan retired in 2015.

He is a non-executive director and audit committee chairman of Henderson High Income Trust PLC and of Spirent Communications plc.

**Val Moore**  
Non-executive Director

Val Moore, who lives in Cambridge, has worked in several roles for the National Institute for Health and Care Excellence (NICE) between 2006 and 2015 – including on its Board as Implementation Director. Originally trained in psychology and as a science and physical education teacher, Val moved into the NHS in 1990 working in health promotion, prior to taking up roles including executive director in the former Cambridgeshire Health Authority and then regional associate director for the Health Development Agency (1999 to 2006).

Val has served as six years as Chair of Healthwatch Cambridgeshire and Peterborough up until September 2021 and has other independent roles within the integrated care system. She is a Trustee/Director for the Sport England active living partnership in the Cambridgeshire and Peterborough area.





**Martin Armstrong**  
Deputy Chief Executive/  
Director of Finance

Martin provides financial leadership to the Trust, ensuring that strong governance and commercial arrangements are in place and that the organisation is well placed to take advantage of strategic opportunities. He is a qualified accountant with over 25 years' experience at senior and board levels, with a successful track record of achievements operating as a Director and Deputy Chief Executive in complex and varied NHS organisations across the country.

Martin is a highly experienced, values driven NHS leader with a strong reputation as a successful and innovative problem solver, always striving to deliver high-quality, cost-effective services to patients.

A strong team player with an excellent reputation for achieving significant results across a broad range of portfolios including, business intelligence and performance management, contracting and strategy, financial improvement, and turnaround in challenged organisations.

**Thomas Pounds**  
Chief People Officer

Thomas was appointed as Chief People Officer in April 2021. Thomas began his career in the NHS in 2003, working for NHS Professionals. During his 12 years there he covered a range of operational and strategic workforce roles, progressing to Regional Lead, where he was responsible for the client management of 15 NHS organisations across London, Essex, and Hertfordshire.

He joined East and North Hertfordshire NHS Trust team in 2015 as Head of Temporary Staffing and Medical Resourcing. He then progressed to Deputy Director of Workforce and Organisational Development, leading key strategic work including the Integrated Care System bank network agreement which helped to save the NHS millions in agency costs.

Thomas is a Chartered Member of the CIPD and is passionate about the delivery of the organisation's People Strategy to create an inclusive workplace where our people can work, grow, thrive, and care together.



**Dr Justin Daniels**  
Medical Director

Justin trained in Nottingham and worked for a while in New Zealand before starting his Paediatric training in London. He worked at North Middlesex University Hospital for 17 years as a Paediatrician and Neonatologist, with Paediatric HIV as his subspeciality. He then moved to BHRUT as deputy CMO before joining ENHT in 2023.

Outside of work he tries to windsurf and rides his bike.

**Lucy Davies**  
Chief Operating Officer

Lucy joined the NHS as a graduate management trainee and progressed through roles in operations, performance, and transformation. Lucy has significant experience in developing teams and leading change at team, division, Trust, and system level.

Lucy joined ENHT in April 2022 from Royal National Orthopedic Hospital NHS Trust where she led cultural change and operational improvement as Chief Operating Officer and Director of Strategy & Improvement. Lucy also led an innovative programme of mutual aid for North Central London Integrated Care System as part of its elective recovery programme. Lucy is a mum to two teenage boys and lives in north London.





**Theresa Murphy**  
**Chief Nurse**

Theresa is the Chief Nurse at East and North Hertfordshire NHS Trust, having joined the executive team on 2 September 2022 with over 30 years' experience in complex health and care settings.

Theresa began her career as a senior nurse in critical care, transplantation and acute medicine and has been the chief nursing officer in a range of organisations including Portsmouth University Hospital Trust, North

Middlesex University Hospital, The Hillington Hospital Foundation Trust and The London Clinic. After becoming a registered general nurse in 1987, Theresa trained in neuroscience, transplant nursing and critical care.

Theresa holds an LLB and was a London scholar for Florence Nightingale Foundation; she is currently studying for an MA in leadership and has previously attended Oxford University for global executive studies. Theresa is passionate about patient focused care and advancing clinical practice.



**Kevin O'Hart**  
**Director of Improvement**

Kevin moved from an early career in finance and capital markets and qualified as a registered nurse in 2000. He has since worked clinically in several NHS trusts including University College Hospitals London and East Suffolk and North Essex NHS Foundation Trust. Kevin initially joined East and North Hertfordshire NHS Trust as programme management office director in April 2017, before been recruited into a new position as director of improvement in November 2019. With an extensive and varied clinical background, Kevin has held several senior corporate roles in nursing, quality, governance, and risk with more recent experience focusing on project management and transformation, at both sub-board and executive level.

**Mark Stanton**  
**Chief Information Officer**

Mark joined our Trust from Dudley Group NHS Foundation Trust in April 2019 where he was Executive Chief Information Officer (CIO) for 4 years, delivering a successful digital programme including an electronic patient record system. Prior to joining the NHS, Mark held several senior IT roles at board level within global private sector businesses including General Motors Europe, Siemens, GEC, BUPA and In Health Group.



Mark's early career was managing large-scale data centers before moving to consultancy – with the last 10 years spent in executive CIO-level roles. Mark's focus is to support the Trust in moving to a fit for purpose digital environment that supports our staff to deliver safe patient care and improve outcomes whilst integrating us into the wider health and social care economy.

## Terms and Conditions

This post is governed by the Trust's terms and conditions of service, which are based on the nationally agreed Terms and Conditions of service for Consultants (England) 2003, as amended from time-to-time by local agreements.

Salary	The Consultant pay scale, applicable to the new consultant contract.
Pension	NHS contributory pension scheme
Residence	The consultant appointee will be required to live within 10 miles or 30 minutes of their base hospital.
Relocation	To be agreed in accordance with the Trust's policy.
Trust Policies and Procedures	The post holder will be subject to locally agreed Trust policies including disciplinary and grievance procedures.
Employment Checks	The appointment is subject to satisfactory pre-employment checks including right to work, identity, references, professional registration, DBS, qualifications, and health clearance.
Study Leave	Study Leave will be granted in accordance with the Trust's policy.

## Training and Education

The Medical Education Board oversees education and training in the Trust and official communication with the Local Education and Training Boards and Colleges. The team members are as follows:

Chair and Director of Medical Education	Kavita Chawla
Locally Employed Doctors Tutor	Anshoo Dhelaria
Undergraduate Tutors	Sagen Zac-Varghese
SAS Tutor	Farrukh Sheikh

Medical and Dental Education Manager	Jane Reiners
Foundation Training Programme Directors	Deepak Jain, Spencer Ellis
Royal College of Medicine Tutors	Katie Chong, Rachel Quail
Library and Information Services Manager	Isatou N'jie

The Trust has 356 training posts and there are active education centres run by the clinical tutors at Lister and Mount Vernon Hospitals. We have very close links with Cambridge University Hospitals, UCLH, Royal Free London and Imperial College School of Medicine (Charing Cross, Chelsea and Westminster, St Mary's, and Hammersmith Hospitals) in respect of foundation posts, the teaching of medical students and rotational training posts. All consultants are required to contribute to the hospital's education programmes for junior medical staff. The medical libraries service provides collections of books and journals with access to a range of online resources accessible via NHS Athens accounts (at work or home). Electronic resources include healthcare databases, journals, and books. In addition, the libraries provide quiet study space, computers, and training rooms with experienced library staff.

## Continuing Professional Development, Appraisal and Revalidation

The Trust supports the requirements for continuing professional development (CPD) as laid down by the GMC and commits to providing time and financial support for these activities.

The post holder will be required to follow a programme of continuing education to acquire a broadening of knowledge and skill, and a development of personal qualities necessary for the execution of professional and technical duties.

Staff are required to be knowledgeable about the relevance of clinical governance to their practices.

It is a contractual requirement that all staff remain up to date with Statutory and Mandatory training.

The Trust is supportive of those undergoing the Revalidation process and to assist in the process of annual assessment and Revalidation, the appointee will be expected to use our online Appraisal and Revalidation system for which training, and support will be provided.

Individual and team objectives will be set as part of the Trust appraisal process.

Additionally, newly qualified Consultants will be allocated a clinical mentor from within their Directorate and will also be supported by a programme of Leadership mentoring during their first year in post.

# Clinical Governance

The Trust Board is responsible for approving the Trust strategy for clinical governance and for monitoring activities at both corporate and clinical team level. Individual clinical teams are ultimately responsible for the safe delivery of quality care locally and for reporting their activities and issues to the executive team during the quarterly review process.

To achieve this, the Trust needs:

- A programme for quality improvement guided by the Improving Patient Outcomes and Patient Experience strategies
- Systems for clinical effectiveness and patient safety
- A learning culture
- Intelligent monitoring, to make improvements and to learn from any errors (e.g., incidents, claims, complaints)
- Involvement of users to inform our decisions and business planning processes
- Mechanisms for demonstrating the above in preparation for national inspections and routine reporting (e.g., annual reports, quarterly review process, Trust Development Authority, and the Care Quality Commission)
- Learning from good practices and sharing both within and outside the organisation

There is a regular monthly rolling half-day programme for directorates dedicated to clinical governance activity when all other elective commitments are cancelled.

The post-holder, along with other doctors, is required to undertake at least one clinical audit annually that evaluates aspects of their own practice.

The post-holder will also participate in the directorate’s risk management activities. This will include regular reviews of adverse incidents, complaints, clinical negligence claims and education of junior staff.

# Clinical Governance

## Research

The Trust has an active research programme, lying third of all Trusts within the East of England. The Trust already enjoys strong collaborative relationships with both the University of Hertfordshire and the Eastern Academic Health Science Network (eahsn). Research activity is broadly equally divided between the Mount Vernon cancer centre and the Lister/New QEII where the research focus concentrates particularly on renal, diabetes, cardiology and respiratory. The Trust is keen to foster research more widely within the organisation.

## Reservists

The Trust has an excellent relationship with the East of England Medical Regiment and is supportive of our employee’s reservist commitments.

# Equality, Diversity, and Inclusion

## Herts and West Essex ICB

### Joint Statement on Equality, Diversity, and Inclusion

The organisations that make up Herts and West Essex Integrated Care Board believe that fairness for people is fundamental to providing good care. We want to ensure that those who work with us and for us share this core value.

We are committed to equality, diversity and inclusion for all job applicants, staff, patients, and the wider community. We are continuing to develop the strength of our inclusive approach and creating a workforce that represents the diverse communities we serve is an important part of this. We are committed to working collaboratively to develop and embed inclusive practices into every part of our system. We want to develop a sustainable culture of inclusivity that will benefit the people in our communities and our workforce.

We have agreed to:

- Work together to learn, celebrate, and embrace diversity, end unfairness and discrimination, and embed these changes into our everyday work
- Strive towards being an exemplar group of organisations for equality, diversity, inclusion, fairness and belonging
- Commit to value all people and promote a culture of zero tolerance to all kinds of harassment, bullying and discrimination in the workplace
- Pro-actively champion national and local policies and initiatives to address health and workforce inequalities
- Work in partnership with other professional, health and social care organisations, trade union and voluntary sector organisations to embed these principles

Each organisation with the ICB has agreed to include this statement on their job descriptions so that staff and job applicants are aware of this commitment. You are expected to be supportive of these principles and to demonstrate this in everything you do at work regardless of your role. You are required to always demonstrate behaviors which support this commitment.

## Supplementary Information

This job description is neither exclusive nor exhaustive and the duties and responsibilities may vary from time to time in the lights of changing circumstances and in consultation with the job holder.

### Confidentiality

Each of us have a personable responsibility and liability under the Data Protection Act 2018 around the confidential nature of our jobs. Details of a confidential nature, including information relating to patients or staff, must not under any circumstances be divulged to any unauthorized person. Breaches in confidence will result in disciplinary action, which may result in dismissal. In exceptional circumstances this could result in a prosecution for an offence or action for civil damages under the Data Protection Act 2018.

### Health and Safety

You must take reasonable care of your own health and safety and that of other people who may be affected by acts of omission at work and to ensure that statutory regulations, policies, codes or practice and department safety rules are adhered to.

### Sustainable Development

- We recognise the need for a sustainable development strategy that focuses on reducing carbon emissions. We do this through:
- Reducing environmental impact achieved by greener waste disposal and travel, energy, and water consumption
- Being a good community role model and supporter of the local economy
- Providing excellent value for money
- To reduce our carbon footprint, every single one of us must play a part in ensuring we are an environmentally responsible organisation. You recycle at home; we ask that you do the same simple things at work
- When you can, use public or inter-site transport, cycle between sites and claim for mileage
- Recycle all you can: paper, CDs, batteries – there are recycling stations throughout the Trust
- Always switch off lights, PCs, and other electrical appliances when not in use
- Don't waste water

### Safeguarding

You must have regard to the need to safeguard and promote the welfare of children in line with the provisions of the Children Act 2004.

You must treat all patients with dignity and respect and ensure that vulnerable adults are safeguarded from abuse and neglect within the provisions of the Hertfordshire Safeguarding Adults from Abuse Procedure.

### Infection Control

You are expected to take individual responsibility to ensure working practice is safe.

### Maintaining Medical Excellence

The Trust is committed to providing safe and effective care for patients, The Trust's medical staff are expected to practice in accordance with the GMC Good Medical Practice Guidance and to promote and adhere to the Trust's policies and procedures.

Medical staff practising in the Trust should ensure that they are familiar with the GMC Good Medical Practice Guidance and the Trust policies relating to Raising Concerns and Conduct, Performance and Ill-Health Procedures for Medical and Dental Staff to ensure that they are able to identify circumstances that require action.

### Emergency Circumstances

The appointee will undertake to perform additional duties for the occasional emergency and unforeseen circumstances. The post holder will undertake, exceptionally, to be available for such irregular commitments outside normal rostered duties as are essential for the continuity of patient care.

### Review

These guidelines are provided to assist in the performance of the contract but are not a firm condition of the contract. This job description will be reviewed as necessary to meet the needs of the service, in consultation with the post holder.



**East and North  
Hertfordshire**

**NHS Trust**

Trust Headquarters, Lister Hospital  
Coreys Mill Lane, Stevenage SG1 4AB  
Telephone 01438 314333 | [enherts-tr.nhs.uk](http://enherts-tr.nhs.uk)