

# CONSULTANT PHYSICIAN IN ELDERLY CARE MEDICINE

**INFORMATION FOR CANDIDATES** 



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### ABOUT THE TRUST

The Shrewsbury and Telford Hospital NHS Trust (SaTH) is the main provider of acute hospital services for around half a million people in Shropshire, Telford & Wrekin and mid Wales.

Encompassing some of the most picturesque parts of England and Wales, the Trust's catchment stretches from the Cambrian Mountains in the west, to Newport and the fringes of the Black Country in the east. The main towns include: Bridgnorth, Ludlow, Market Drayton, Oswestry, Shrewsbury and Whitchurch (in Shropshire); Newport, Telford and Wellington (in Telford & Wrekin); and Newtown and Welshpool (in Powys) – all beautiful and unique.

Our main service locations are the Princess Royal Hospital (PRH) in Telford and the Royal Shrewsbury Hospital (RSH) in Shrewsbury which are located 20 minutes' drive apart. Together they provide 99% of our activity. Both hospitals provide a wide range  $\mathbf{d}$  acute hospital services including accident & emergency, outpatients, diagnostics, inpatient medical care and critical care.

We also provide services such as consultant-led outreach clinics at the Wrekin Community Clinic, Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.

We employ almost 6,000 staff, and hundreds of staff and students from other organisations also work in our hospitals. We benefit from around 1,000 wonderful volunteers, and our main charitable partners are the League of Friends at the Royal Shrewsbury Hospital, Friends of the Princess Royal Hospital, and the Lingen DaviesCancer Appeal which is based at the Royal Shrewsbury Hospital.

We are committed to providing the best possible diagnostic facilities and high-quality clinical care in a clean, supportive environment where patients are treated effectively with respect and dignity.

The Shrewsbury and Telford Hospital NHS Trust continues to work with our partners in health and social care in Shropshire, Telford and Wrekin and mid Wales to develop patient-focused services that meet the needs of our communities.

Plans have been given the go ahead to transform local hospital services for the half a million residents of Shropshire, Telford & Wrekin and mid Wales to make sure two vibrant hospitals and the wide range of services they provide for people locally are kept in the county. This landmark decision will result in better care for patients, secure the £312m on offer from HM Treasury and develop both hospital sites to deliver state of the art facilities in which staff will be proud to work and patients will choose to be treated. The Trust is looking to expand the Consultant numbers in the Emergency Departments to ensure that a high quality and Consultant led service is continued to be delivered with increasing attendances.



### MAIN DUTIES & RESPONSIBILITIES

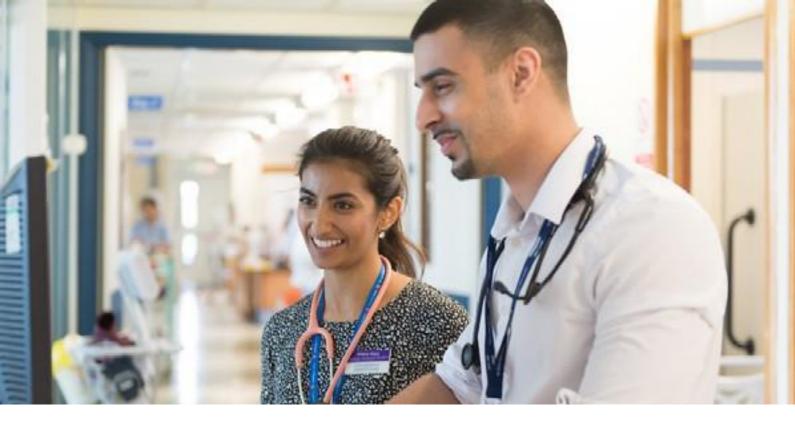
#### Clinical

- Expand and Develop Elderly Care.
- Support Acute Frailty Services.
- Develop the Virtual Ward with Community Partners.
- General Medicine / On-Call Duties.
- To develop enhanced clinical skills, especially in the assessment and management of acutely ill patients.
- To have excellent team-working skills with the abilities and professional attitude to work well in a multi-professional team.
- To deliver clinical and quality targets agreed both nationally and locally with clinical teams and commissioners.
- To follow patients throughout their clinical pathways.

#### Organisational

- To work with local managers and professional colleagues in the employing Trust in the efficient running of the service.
- To be subject to the provisions of the Terms and Conditions of Service, be required to observe the Trust's agreed policies and procedures, drawn up in consultation with the profession on clinical matters and to follow the local and national employment and personnel policies and procedures.
- To participate in the Continuous Professional Development and the Trust's appraisal scheme.
- To be aware of the responsibility of all employees to maintain a safe and healthy environment for patients, visitors and staff and attend all relevant health and safety training.
- Ensure that all Trust-wide standards are maintained to improve the quality of total care to all who come into contact with services provided by Shrewsbury and Telford hospital NHS Trust.

This job description is not intended to be exhaustive. The post holder will be expected to carry out any reasonable duties requested of them, appropriate to the grade and role of the post. Duties and responsibilities may vary from time to time in light of changing circumstances and in consultation with the post holder.



### JOB DESCRIPTION

Job Title: Consultant Physician in Elderly Care Medicine

Grade: Consultant

**Division:** Medicine

**Responsible to:** Division Medical Director

**Professionally** 

Accountable to: Medical Director

**Hours:** 10 Programmed Activities

**Duration:** Permanent

**Salary:** £88,364 - £119,133 per annum [YC72]

### Job Summary

The Shrewsbury and Telford NHS Trust has an exciting opportunity to welcome 3 new Consultant Physicians in Elderly Care Medicine. These are new posts aimed at expanding the Department of Elderly Care Medicine and developing Acute Frailty Services. Each post attracts 10 Programmed Activities and on-call duties in general medicine.

### THE POST

#### The Department

The Elderly Care medicine team is a multi-disciplinary team of committed clinicians, specialist nurses and allied health professionals who work collaboratively to deliver high-quality care to our patients on both sites. The current workforce is broken down below.

#### Consultants

Dr Suzy Thompson Clinical Director, Specialist interest in Movement Disorders
Dr Shu Ho Lead for Orthogeriatric service, Specialist interest in falls

Dr Oja Pathak Lead for Acute Frailty

Dr Elizbeth King Specialist interest in dementia and delirium

Dr Elizabeth Holmes Specialist Interest in Falls and Frailty

Dr Leon Campbell (start date January 2023) Consultant Physician and Geriatrician

Dr Nigel Mike Specialist interest in GIM and Nutrition

#### Associate Specialists/Specialists

Dr Erica Capps Supports Elderly Care services at PRH and has expertise in Movement Disorders

Dr Sai Kumar Works in orthogeratric liaison at RSH

#### Allied Health Professionals

The department is supported by 4 Advanced Clinical Practitioners, One Physicians Associate and one Frailty Pharmacist. Specialist Nurses in Parkinson's Disease, Dementia and Fracture Liaison work closely with the department on both sites.

### Expand and Develop Elderly Care Medicine

Elderly care has 2 ward bases: 20 beds at Shrewsbury (Ward 28) and at Telford there is a 38 bedded Unit split between 2 consultants (Ward 10). The post-holders will be primarily based at the Telford site, to work with the existing consultant team delivering high quality care to older inpatients, however the expectation to cross cover at Shrewsbury to help deliver the service will be required if needed. The post holders will also look after medical outliers on Ward 4 (6 per day) and see ward referrals from other specialities (average 1-2 per day). There are close links to primary care and support from the discharge liaison teams to expediate patient discharge home or to other community facilities. There is an in-house mental health team (based on the RAID model) who support the units in caring for patients with delirium and dementia. The department is supported by junior doctors including Specialist Registrars, Internal Medicine Trainees, Foundation Doctors as well as Physicians Associates and ACP trainees. The post-holders will be expected to take on clinical supervision of a trainee once they are established in post.

The post-holders will have a weekly clinic in the speciality of their choice, but ideally in an area that requires development. The clinic depends on the ratio of new patients to follow ups. On average a new patient review is a 30-40 minute time slot, with 20 minutes for each follow up in a session with time to dictate correspondence (average patients seen 7-8)

#### **Support Acute Frailty Services**

There is a large ageing population in Shropshire and Telford and Wrekin which attend both acute hospital sites. The Trust and CCG are working together to address patients' needs and develop a responsive service for older frail patients. The post-holder will be expected to be part of current services which deliver Comprehensive Geriatric Assessment in the Emergency Department and Acute Medical Unit. They will be expected to work closely with the teams in the ED and AMU to improve care for frail older patients. The post-holder will work with a team of therapists, ACPs, and the current training doctors in Elderly Care. They will be supported by therapies to deliver rapid assessment, treatment and as much as possible discharge to community services.

#### Developing the Virtual Ward

The Acute trust is working local partners to develop a virtual ward base in patient's homes and care homes. Currently the Acute Frailty team has close links with community services and this will now be a formalised link for the consultant body to provide regular multidisciplinary meetings for selected patient groups

#### General Medical/On-Call Rota Duties

The general medical take is run through the Medical Admissions Units (AMU) at both hospitals and delivered with a split-weekday take by Acute Physicians and Speciality Physicians on the on-call rota. The present on-call is 1/16 with prospective cover. The Trust admits approximately 25,000 acute medical presentations distributed between both Hospitals. The Acute Physician teams are responsible for admissions, the AMU and Ambulatory Care between 9 am and 5 pm (Monday to Friday). On-call Physicians (Acute and/or Speciality) maintain an on-site presence until at least 8pm with on-call thereafter and extended on-site working at weekends (with subsequent compensatory rest period allotted). Gastroenterologists and Cardiologists operate separate speciality out of hour rotas. Nephrology provides a 24-hour telephone advice service.

The Trust operates a Speciality Ward System and patients requiring continuing care are allocated to wards from the AMU depending on their presentation. The general medicine out-of-hours work currently attracts an on-call availability supplement of 3% and 1.5 PA's Direct Clinical Care (DCC) in the job plan. The number of patients admitted in 24 hours varies, but on average a post take ward round will be between 8 and 15 patients who need reviewing, if still in the Emergency Department or on outlying surgical wards. Patients on speciality medical wards and AMU are reviewed by the ward team that day. Hence morning commitments such as clinic are cancelled to allow for the Post take ward round.

#### Job Plan

A formal job plan will be agreed between the successful candidate and their Clinical Director and consultant colleagues, on behalf of the Medical Director within 3 months of starting in post. A full-time job plan is based on a 10 PA working week. The job plan will be reviewed annually and is a prospective agreement that sets out the consultant's duties, responsibilities, and objectives for the coming year. It covers all aspects of a consultant's professional practice including clinical work, teaching, research, education and managerial responsibilities. It will provide a clear schedule of commitments, both internal and external and will include personal objectives, detailing links to wider service improvements and trust strategic priorities.

For a full-time contract, the job plan will be divided on average per week (pro-rata for a part time post) as:

- 7.5 Programmed Activities (PAs) of Direct Clinical Care includes clinical activity, clinically related activity and predictable and unpredictable emergency work.
- 2.5 Supporting Professional Activities (SPAs) includes CPD, audit, teaching and research.

The allocation of PAs is reviewed and may be subject to adjustment when a further diary exercise is undertaken or if the service demands a review of the team job plan. A clinical mentor will be offered from pool of experienced consultants to guide professional development and help the appointed candidate settle into the trust.

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

#### Timetable

This is a provisional plan, and the new post holder will have a full, more detailed job planning meeting completed within 3 months of joining the Trust, where we will try to accommodate any special interests as required. Many physicians across medicine work on a rotating basis on and off their speciality ward, in a system determined within each department. This allows daily Consultant supervision of patient care in all acute medical areas, close supervision of junior doctors and supports multidisciplinary team working. The Trust operates at two hospital sites, and hence it is an expectation that Consultants may have commitments at either Hospital to cross-cover services.

Day	Time	Location	Activity	Frequency(wks)	DCC	SPA	Weekly PA
Mon	AM	RSH	Ward Round COE/Virtual ward	42	1		42
Mon	PM	RSH	Clinical Admin	42	1		42
Tues	AM	RSH	Board Round COE/ward referrals	21	0.5		21
Tues	AM	RSH/PRH	Acute Frailty ED/AMU	21	0.5		21
Tues	PM	RSH/PRH	SPA	42		1	42
Wed	AM	RSH	Ward Round COE/Virtual Ward	42	1		42
Wed	PM	RSH/PRH	SPA	42		1	42
Thurs	AM	RSH	Board Round COE/ward referrals	42	1		21
Thurs	PM	RSH	Clinic	42	1		42
Fri	AM	RSH	Ward round COE/Virtual Ward	42	1		21
Fri	PM	RSH	Ward referrals/Acute Frailty	21	0.5		21
		RSH/PRH	SPA	21	0.5		21
		RSH/PRH	On-Call (3% availability supplement)	42			1.5
				To	tal Weekl	v PA's:	11.5

This timetable is indicative only and the formal job plan will be agreed between the successful applicant and their clinical director within 3 months of starting in post.

#### **Annual Leave**

Doctors upon first appointment to the Consultant grade shall be entitled to annual leave at the rate of 32 days a year.

Doctors who have completed a minimum of 7 years' service as a Consultant shall be entitled to annual leave at the rate of 34 days per year.

The rate of annual leave will be based on a full time contract of 10 PAs. Additional PAs above 10 PAs will not accrue additional entitlements to annual leave over and above the full time allocation. For consultants working part-time, the full time entitlement will be pro-rated in accordance with the contracted PAs.

#### Study Leave

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

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

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

#### Research

It is usual for the Trust to be participating in many research projects at any time. Every effort would be made to accommodate a particular research interest you may have, particularly if trainee members of the Department could be incorporated in the methodological and practical stages.

#### Audit

Great importance is placed upon audit within the Shrewsbury and Telford Hospital NHS Trust and you will be expected to contribute to this as part of your role; the Trust has a fully staffed Audit Department at both Hospitals with extremely well-organised teams.

#### Appraisal, Revalidation and Mentorship

- The Trust has the required arrangements in place, to ensure that all Doctors have an annual appraisal with a trained appraiser and supports all Doctors going through the revalidation process.
- A formal review of the job plan will be performed at least annually. Appropriate educational and training needs will be supported by the Trust in, as agreed withthe LNC (for example, the approval and funding of study leave). An annual job plan review at individual and departmental level is being introduced. You will beexpected to participate in this exercise.
- We will require you to register SaTH as your designated body via the GMC to ensure that you are set up on the Equiniti revalidation system; we will complete this as soon as possible upon your commencement with the Trust.
- The Trust also supports the requirements for continuing professional development and is committed to providing time and financial support for these activities.

#### Accommodation

The Trust offers single residential accommodation for medical staff depending on availability. The Trust only provides single accommodation so private rental would need to be arranged forfamily accommodation.

#### Other Facilities

There is an active Doctors Mess run by the Junior Doctors Mess Committee which organisesocial events, parties, outings etc. There are on-site fitness centres (a membership fee is payable) available to all members of staff. You will have an office (open plan) with a full range of facilities including a laptop and/or desktop PC. You will be supported by a full-time secretary, and additional administrative staff supporting the existing Physicians in Elderly Care.

#### **Staff Benefits**

There are a number of staff benefits schemes which attract tax reductions if joined. This includes a discount on the staff car parking charge, staff gym membership, on-site crèche/childcare provision and access to NHS Discounts schemes.

#### Health & Safety

As an employee of the Trust you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other personwho may be affected by your acts or omissions at work; and ensuring a COVID secure workplace for the team.
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to; and
- not intentionally or recklessly interfere with or misuse anything provided in theinterests of health and safety.

#### Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breachof infection control policies is a serious matter which may result in disciplinary action. As an employee of the Trust you have

a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and
- be aware of infection prevention and control policies, practices and guidelines appropriate for your duties and you must follow these at all times to maintain a safeenvironment for patients, visitors and staff; and
- maintain an up to date knowledge of infection prevention and control, policies, practices and procedures through attendance at annual mandatory updates andongoing continuing professional development; and
- challenge poor infection prevention and control practices of others and to reportany breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

#### Information Governance

The Trust is committed to compliance with Information Governance standards to ensure that allinformation is handled legally, securely, efficiently and effectively. You are required to comply with the Trust's Information Governance policies and standards. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- Confidentiality and Security Your attention is drawn to the confidential nature of information
  collected within the NHS. Whilst you are employed by the Trust you will come into contact with
  confidential information and data relating to the work of the Trust, its patients or employees. You
  are bound by your conditions of service to respect the confidentiality of any information you may
  come into contact with which identifies patients, employees or other Trust personnel, or business
  information of the Trust. You also have a duty to ensure that all confidential information is held
  securely at all times, both on and off site.
- Disclosure of Information The unauthorised use or disclosure of information relating to the Trust's
  activities or affairs, the treatment of patients or the personal details of an employee, will normally
  be considered a serious disciplinary offence which could result in dismissal. Upon leaving the
  Trust's employment and at any time thereafter you must not take advantage of or disclose
  confidential information that you learnt in the course of your employment. Unauthorised
  disclosure of any of this information may be deemed as a criminal offence. If you are found to have
  permitted the unauthorised disclosure of any such information, you and the Trust may face legal
  action.
- Information Quality and Records Management You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

#### Professional Standards and Performance Review

As an employee of the Trust you have a responsibility to:

- participate in statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates; and
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the NHS Knowledge and Skills Framework outline for the post.

#### Safeguarding Children and Vulnerable Adults

We all have a personal and a professional responsibility within the Trust to identify and reportabuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the

relevant authorities. The Sharing of Information no matter how small is of prime importance insafeguarding children, young people and vulnerable adults.

As an employee of the Trust you have a responsibility to ensure that:

- you are familiar with and adhere to the Trust's Safeguarding Children procedures and guidelines.
- you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

### Social Responsibility

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills and our engagement with the local community so that we canmake a positive contribution to society. As an employee of the Trust you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.



### PERSON SPECIFICATION

The following pages contain a description of the qualifications, skills, experience, knowledge and other attributes a candidate should ideallypossess to successfully perform this role.

## **QUALIFICATIONS**

CRITERIA	ESSENTIAL	DESIRABLE
<ul> <li>MBBS, MB ChB or equivalent medical qualification.</li> <li>MRCP accreditation or equivalent experience</li> <li>Masters Degree in a relevant area to Elderly Care Medicine</li> <li>PhD or evidence of higher education qualification</li> </ul>	<b>√</b> <b>√</b>	<b>✓</b>

### **ENTRY CRITERIA**

CRITERIA	ESSENTIAL	DESIRABLE
<ul> <li>Entry on the General Medical Council (GMC) Specialist Register in Haematology via one of the following:         <ul> <li>Certificate of Completion of Training (CCT) (the proposed CCT date must be within 6 months of the interview)</li> <li>Certificate of Eligibility for Specialist Registration (CESR)</li> <li>European Community Rights</li> </ul> </li> </ul>	<b>√</b>	

### GENERIC CAPABILITIES FRAMEWORK

#### PROFESSIONAL VALUES & BEHAVIOURS

#### **CRITERIA**

- Practises with the professional values and behaviours expected of all doctors as set out in GMC Good Medical Practice and the Generic Professional Capabilities Framework (or equivalent for dentists).
- Demonstrates the underpinning subject-specific competences i.e., knowledge, skills and behaviours relevant to the role setting and scope.
- Clinically evaluates and manages a patient, formulating a prioritised differential diagnosis, initiating
  an appropriate management plan, and reviewing and adjusting this depending on the outcomes of
  treatment.
- Critically reflects on own competence, understands own limits, and seeks help when required.
- Communicates effectively and able to share decision-making with patients, relatives and carers; treats patients as individuals, promoting a person-centred approach to their care, including self-management
- Respects patients' dignity, ensures confidentiality and appropriate communication where potentially difficult or where barriers exist, e.g., using interpreters and making adjustments for patients with communication difficulties.

- Demonstrates key generic clinical skills around the areas of consent; ensuring humane interventions, prescribing medicines safely and using medical devices safely.
- Adheres to professional requirements, participating in annual appraisal and reviews of performance and progression.
- Awareness of legal responsibilities relevant to the role, such as around mental capacity and deprivation of liberty; data protection; equality and diversity.
- Applies basic principles of public health; including population health, promoting health and wellbeing, work, nutrition, exercise, vaccination and illness prevention, as relevant to their specialty.

#### **LEADERSHIP & TEAM WORKING**

#### CRITERIA

- Awareness of their leadership responsibilities as a clinician and demonstrates appropriate leadership behaviour; managing situations that are unfamiliar, complex, or unpredictable and seeking to build collaboration with, and confidence in, others.
- Demonstrates understanding of a range of leadership principles, approaches and techniques so can adapt leadership behaviours to improve engagement and outcomes – appreciates own leadership style and its impact on others.
- Develops effective relationships across teams and contributes to work and success of these teams –
  promotes and participates in both multidisciplinary and interprofessional team working.
- Critically reflects on decision-making processes and explains those decisions to others in an honest and transparent way.
- Demonstrates ability to challenge others, escalating concerns when necessary.
- Develops practice in response to changing population health need, engaging in horizon scanning for future developments.

#### PATIENT SAFETY & QUALITY IMPROVEMENT

#### **CRITERIA**

- Takes prompt action where there is an issue with the safety or quality of patient care, raises and escalates concerns, through clinical governance systems, where necessary.
- Demonstrates understanding of the basic principles of audit, clinical risk management, evidencebased practice, patient safety and clinical quality improvement initiatives
- Applies basic human factors principles and practice at individual, team, organisation, and system levels.
- Collaborates with multidisciplinary and interprofessional teams to manage risk and issues across
  organisations and settings, with respect for and recognition of the roles of other health
  professionals.
- Advocates for, and contributes to, organisational learning.
- Reflects on personal behaviour and practice, responding to learning opportunities.

#### SAFEGUARDING VULNERABLE GROUPS

#### **CRITERIA**

- Recognises and takes responsibility for safeguarding children, young people, and adults, using
  appropriate systems for identifying, sharing information, recording and raising concerns, obtaining
  advice and taking action.
- Applies appropriate equality and diversity legislation, including disability discrimination requirements, in the context of patient care.

#### **EDUCATION & TRAINING**

#### **CRITERIA**

- Critically assesses own learning needs and ensures a personal development plan reflects both clinical practice and relevant generic capabilities.
- Promotes and participates in individual and team learning; supporting the educational needs of individuals and teams for uni-professional, multidisciplinary and interprofessional learning.
- Identifies and creates safe and supportive working and learning environments.
- Takes part in patient education.

#### **RESEARCH & SCHOLARSHIP**

#### **CRITERIA**

- Keeps up to date with current research and best practice in the individual's specific area of practice, through appropriate continuing professional development activities and their own independent study and reflection.
- Critically appraises and understands the relevance of the literature, conducting literature searches and reviews; disseminates best practice including from quality improvement projects.
- Works towards identifying the need for further research to strengthen the evidence base or where there are gaps in knowledge, networking with teams within and outside the organisation
- Locates and uses clinical guidelines appropriately.

### **OUR VISION AND VALUES**

The Shrewsbury and Telford Hospital NHS Trust is an organisationthat strives to provide high quality, safe care for our patients in anenvironment which our staff are proud to work in

### **Our Vision:**

"To provide excellent care for the communities we serve"

## Our Values:



### **OUR VISION**

We believe that by adhering to our Vision and working with our Values in mind we can behave in a way which will ensure the right results for the people that matter most – our patients and their families.

### **OUR VALUES**

Our Trust Values provide a guide for our daily lives which we are all expected to uphold, both at work and when we are representing the Trust.

Our Values were developed by staff and our patients, so they represent what is important to us within theorganisation and the way we should all behave towards patients, carers, visitors, partners and each other.

You will see our Values throughout the Trust; they are not just words on a page, they represent what we are about here at SaTH. We want patients and their families to say that the care and service they receive from all of us is consistently high-quality, safe, effective and personalised, so the feelings behind the Valuesshouldn't come as a surprise to anyone working in the NHS.

The reason why it is important that they are clearly written down is so we all know what's expected, and none of us are surprised if we are asked to explain any unacceptable behaviour. Ultimately, if we follow ourValues, we will provide services that are better for our patients and better for each other.







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TF16TF

Getting to Royal Shrewsbury Hospital

Getting to Princess Royal Hospital

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