



The Shrewsbury and  
Telford Hospital  
NHS Trust

# SPECIALTY DOCTOR IN OPHTHALMOLOGY

## INFORMATION FOR CANDIDATES



# Our Vision and Values

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

## Our Vision:

“To provide excellent care for the communities we serve”

## Our Values:



## About 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.

## About 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 the organisation 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 Values shouldn'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.

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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 of 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 Davies Cancer 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.



# Main Duties & Responsibilities

## Clinical

- Provide General Ophthalmic services under the supervision of a consultant Ophthalmologist. The post-holder would also be supported to develop a particular interest in a subspeciality area.
- Complete clinical sessions in theatre, specialist and general clinics.
- Support the eye department 24-hour cover for emergencies as part of the 1in10 non-resident on-call rota.
- To support with the triaging of referrals received for the Ophthalmology Service.
- Complete supporting professional activities, such as RSTA time including research and audit.
- 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

<b>Job Title:</b>	Specialty Doctor in Ophthalmology
<b>Grade:</b>	Specialty Doctor
<b>Division:</b>	Scheduled Care
<b>Responsible to:</b>	Divisional Medical Director
<b>Professionally Accountable to:</b>	Medical Director
<b>Hours:</b>	Full-time (10PAs)
<b>Duration:</b>	Permanent
<b>Salary:</b>	£59175 to £95400 per annum

## Job Summary

The Shrewsbury and Telford Hospitals NHS Trust is advertising an exciting opportunity within the Ophthalmology service for a permanent Speciality Doctor in Ophthalmology. The successful applicant will provide a general ophthalmology service and will be based at the Royal Shrewsbury Hospital (RSH) but will also be required to work cross-site at Princess Royal Hospital (PRH). The timetable will include a variety of outpatient clinic sessions as well as theatre sessions and on-call. The department currently have 10 substantive consultants.

# The Post

## The Department

Following substantial capital investment, the trust successfully opened a new Eye department at the Royal Shrewsbury Hospital in 2017 which offers modern furniture, facilities and equipment to support and empower our staff to deliver excellent ophthalmic care to our patients. A further £1.2M of capital investment saw construction of a dedicated Cataract Suite, which includes a fully equipped cataract theatre and clinical rooms. The local Anaesthetic theatre has been designed by clinical and nursing teams' and has utilised flow methodology from Virginia Mason. This has enabled the department to establish high volume dedicated cataract lists.

Inpatient services and outpatient and day surgery facilities exist at both the Royal Shrewsbury Hospital and Princess Royal Hospital. The department delivers comprehensive Orthoptic and Optometry Services that are supported by nurse-led clinics including a specialist injection service. Outreach clinics are provided in Community Hospitals throughout Shropshire.

The department is well equipped with digital imaging including 3-D OCT (Topcon) anterior segment and fundus cameras, corneal topography (orbiscan), b-scan and IOL-master biometry. It has also most recently purchased an Optos wide field camera and most equipments are available at both the sites. There is a comprehensive radiological and diagnostic support and the department utilises Medisoft for electronic patient record keeping.

Ophthalmology is located with ENT and the Maxillo-Facial Centre within the Scheduled Care Directorate. The Centre is managed by a full time Centre Manger and a Clinical Director who has dedicated time for management duties. The Trust is committed to clinical engagement and all clinicians are expected to participate in relevant management activities. Key management decisions are discussed at the Trust's Management Executive, on which the Medical Director and Clinical Directors sit.

The department carries out monthly governance, audit & teaching which the post holder will be expected to attend and contribute towards. The successful applicant will be expected to attend these sessions and contribute regularly to the teaching of the trainees. This will include preparation of formal lectures and presentations.

The department prides itself on its excellent reputation as a centre of excellence and teaching centre.

## Consultants

There are currently 10 Consultant Ophthalmologists in the department.

Mr. Palpandian Viswanathan	Vitreoretinal surgery (Clinical Director)
Ms. Lakshika Perera	Medical Retina (MR Lead)
Ms. Devaki Nayak	Medical Retina
Mr. Prasad Rao (Part-Time)	Medical Retina
(Vacant Post)	Medical Retina
Mr. Tarek Hammam	Vitreoretinal surgery
Mr. Tom Jenyon	Cornea
Mr. Suresh Sagili	Oculoplastics (Governance Lead)
Mr. Sohraab Yadav	Oculoplastics
Mr Muyiwa Owoniyi	Glaucoma
Miss Felicity Kirtley	Paediatrics

## Specialists

3WTE Specialist Doctors

## Specialty Doctors

6WTE Specialty Doctors

## Specialty Trainees

3WTEST3-8  
1WTE ST1-2

## Foundation Trainees

1WTE FY2

## Vitreoretinal Fellow

1WTE

## Clinical Nurse Specialists/Allied Health Professionals

We have a wide range of allied health professionals, including clinical nurse specialists, optometrists, orthoptists & technicians who carry out independent clinical activity.

## Secretarial Support

Full secretarial support is provided.

## 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 duties, responsibilities, and objectives for the coming year. It covers all aspects of a specialty doctor'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:

- 9 Programmed Activities (PAs) of Direct Clinical Care - includes clinical activity, clinically related activity, admin sessions (patient related admin time to look over reports, results etc), and predictable and unpredictable emergency work.
- 1 Supporting Professional Activities (SPAs) - includes CPD, audit, teaching and research.
- 1 Additional Programmed Activities (APAs) – additional sessions can be included with formal agreement between the successful applicant and their clinical director.

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.

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

The following provides scheduling details of the clinical activity and clinically related activity components of the appointee's standard working week.

Week 1

	AM	PM
<b>Monday</b>	Theatre - Cataract Suite 08:00-12:30	OPD Clinic 13:30-17:30
<b>Tuesday</b>	OPD Clinic 08:00-12:30	OPD Clinic 13:30-17:30
<b>Wednesday</b>	Admin – Patient related admin (reports, results etc) 08:00-12:30	NWD
<b>Thursday</b>	Urgent Eye Clinic 08:00-12:30	SPA
<b>Friday</b>	OPD Clinic 08:00-12:30	OPD Clinic 13:30-17:30

Week 2

	AM	PM
<b>Monday</b>	Admin – Patient related admin (reports, results etc) 08:30-12:30	OPD Clinic 13:30-17:30
<b>Tuesday</b>	OPD Clinic 08:00-12:30	OPD Clinic 13:30-17:30
<b>Wednesday</b>	OPD Clinic 08:00-12:30	NWD
<b>Thursday</b>	Urgent Eye Clinic 08:00-12:30	SPA
<b>Friday</b>	OPD Clinic 08:00-12:30	OPD Clinic 13:30-17:30

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.

## General Conditions

### Annual Leave

Doctors upon first appointment to the Speciality Doctor grade shall be entitled to annual leave at the rate of 27 days a year.

Doctors who have completed a minimum of two years' service in the Specialty Doctor grade and/or in equivalent grades or who had an entitlement to 32 days of annual leave a year or more in their immediately previous appointments shall be entitled to annual leave at the rate of 32 days per year.

Doctors who have completed a minimum of seven years' service in the Specialty Doctor grade and/or equivalent grades shall receive an additional day of annual leave and shall be entitled to annual leave at the

rate of 33 days per year.

## Study Leave

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 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.
- The Trust supports the Royal College of Physicians Guidance on provision of mentors for new Consultants, in line with GMC recommendations. This will be provided within the Trust.
- We will require you to register SaTH as your designated body via the GMC to ensure that you are set up on the Premier IT Revalidation e-Portfolio (PREP) 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.
- A formal review of the job plan will be performed at least annually. Appropriate educational and training needs will be supported by the Trust, as agreed with the 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 be expected 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 for family accommodation.

## Other Facilities

There is an active Doctors Mess run by the Junior Doctors Mess Committee which organise social events, parties, outings etc. There are on-site fitness centres (a membership fee is payable) available to all members of staff.

## Office and Secretarial Support

The post holder will have full-time secretarial support with an adequately equipped office that will include a computer with access to Trust IT facilities.

## 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 person who 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.
- To not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

## Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of 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.
- 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 safe environment for patients, visitors and staff.
- Maintain an up-to-date knowledge of Infection Prevention and Control, Policies, Practices and Procedures through attendance at annual mandatory updates and ongoing continuing professional development.
- Challenge poor infection prevention and control practices of others and to report any 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 all information 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.
- Maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct.
- Take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates.
- 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 report abuse. 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 in safeguarding 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 can make 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.

## Continuous Improvement

The Shrewsbury and Telford Hospital NHS Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

Following a successful five-year partnership with the Virginia Mason Institute in the USA, SaTH continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation.

You will be supported by an Improvement Hub, which will provide the necessary expertise to support you make improvements, while also providing training at various stages of your time at SaTH, as part of your continuing professional development.

## No Smoking Policy

There is a no smoking policy in operation within the Trust. Smoking within the Trust’s premises or within the Trust’s grounds is not permitted.

## Miscellaneous

This job description is an outline of the key tasks and responsibilities of the post and is not intended to be an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services as well as the personal development.





## Person Specification

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





<ul style="list-style-type: none"> <li>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.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>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</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Demonstrates key generic clinical skills around the areas of consent; ensuring humane interventions, prescribing medicines safely and using medical devices safely.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Adheres to professional requirements, participating in annual appraisal and reviews of performance and progression.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Awareness of legal responsibilities relevant to the role, such as around mental capacity and deprivation of liberty; data protection; equality and diversity.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>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.</li> </ul>	✓	

## Leadership & Team Working

CRITERIA	ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>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.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>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.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Develops effective relationships across teams and contributes to work and success of these teams – promotes and participates in both multidisciplinary and interprofessional team working.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Critically reflects on decision-making processes and explains those decisions to others in an honest and transparent way.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Demonstrates ability to challenge others, escalating concerns when necessary.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Develops practice in response to changing population health need, engaging in horizon scanning for future developments.</li> </ul>	✓	

## Patient Safety & Quality Improvement

CRITERIA	ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>Takes prompt action where there is an issue with the safety or quality</li> </ul>	✓	

<p>of patient care, raises and escalates concerns, through clinical governance systems, where necessary.</p> <ul style="list-style-type: none"> <li>• Demonstrates understanding of the basic principles of audit, clinical risk management, evidence-based practice, patient safety and clinical quality improvement initiatives</li> <li>• Applies basic human factors principles and practice at individual, team, organisation, and system levels.</li> <li>• 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.</li> <li>• Advocates for, and contributes to, organisational learning.</li> <li>• Reflects on personal behaviour and practice, responding to learning opportunities.</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
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## Safeguarding Vulnerable Groups

CRITERIA	ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Applies appropriate equality and diversity legislation, including disability discrimination requirements, in the context of patient care.</li> </ul>	<p>✓</p> <p>✓</p>	

## Education & Training

CRITERIA	ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Critically assesses own learning needs and ensures a personal development plan reflects both clinical practice and relevant generic capabilities.</li> <li>• Promotes and participates in individual and team learning; supporting the educational needs of individuals and teams for uni-professional, multidisciplinary and interprofessional learning.</li> <li>• Identifies and creates safe and supportive working and learning environments.</li> <li>• Takes part in patient education.</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

## Research & Scholarship

CRITERIA	ESSENTIAL	DESIRABLE

<ul style="list-style-type: none"> <li>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.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Critically appraises and understands the relevance of the literature, conducting literature searches and reviews; disseminates best practice including from quality improvement projects.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Communicates and interprets research evidence in a meaningful way for patients to support shared decision-making.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>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</li> </ul>	✓	
<ul style="list-style-type: none"> <li>Locates and uses clinical guidelines appropriately.</li> </ul>	✓	