CONSULTANT IN PALLIATIVE MEDICINE

Locum Community Post

Job Description
POST: CONSULTANT IN PALLIATIVE MEDICINE

TENURE: Six month Locum post with a view to a substantive post being appointed to in September 2012

SALARY: New Consultant contract pay scale
Starting salary £74,504 up to £84,000 pro rata depending on experience

JOB PURPOSE
To work as a Consultant in Palliative Medicine, mainly in the community setting
To work with Consultant colleagues to provide Specialist Palliative Care advice to generalist colleagues across Blackpool, Fylde and Wyre

KEY INTERNAL RELATIONSHIPS:
Medical Director Trinity Hospice & Palliative Care Services
Consultant in Palliative Medicine Blackpool Teaching Hospitals NHS Foundation Trust
Clinical Leadership Group (CLG) which includes Chief Executive Officer and Clinical Director based at Trinity Hospice
Trinity Hospice & Palliative Care Services employees
Clinical Administrative Support Staff

KEY EXTERNAL RELATIONSHIPS:
Macmillan GP facilitators for NHS North Lancashire and NHS Blackpool
General Practitioners across Blackpool, Fylde &Wyre
NHS Blackpool and NHS North Lancashire until disbanded
Blackpool Clinical Commissioning Group
Wylde Clinical Commissioning Group
Blackpool Council Social Service Department and Lancashire County Council Social Services Department
Blackpool Teaching Hospitals NHS Foundation Trust
University of Liverpool for undergraduate medical education

POST
The Consultant in Palliative Medicine will provide Specialist Palliative Care advice to support primary health care teams in Blackpool, Fylde and Wyre to deliver best practice in line with the End of Life Care Strategy, as part of Trinity Hospice and Palliative Care Services. The post holder will have admitting rights to the hospice. Admission to the hospital will be through partnership with medical and surgical colleagues in the Blackpool Teaching Hospitals NHS Trust who will be able to admit patients on their behalf. She/he will work with the Medical Director of Trinity Hospice and Palliative Care Services and Consultant in Palliative Medicine for the Blackpool Teaching Hospitals NHS Trust to determine and implement a strategy for the ongoing development of palliative care services in Blackpool, Fylde and Wyre areas.

INDICATIVE WORK PLAN
The post is part-time – 6.5 Programme Activities per Week including 0.5PA for on call.

The on-call commitment for the post will be at Trinity Hospice covering the adult in-patient unit. The current on-call commitment has been finalised as 1:6 weekends second on call to two speciality doctors and two doctors from the local General Practice training scheme on six months placement at the hospice. The current and anticipated intensity of the on-call workload is appropriate to a 2% rate but this will be subject to ongoing review.

Additional Programmed Activities may be available subject to negotiation with the Medical Director of Trinity Hospice and Palliative Care Services.
**TEACHING**
The post holder will have a teaching role within Trinity Hospice and the healthcare economy of Blackpool, Fylde and Wyre. This will include teaching fourth year undergraduate medical students from the University of Liverpool during their 4 week module in Palliative Care and Ethics. Currently the hospice hosts 8 students at a time with six groups per year. The post holder will have the opportunity to train as a problem based learning tutor and an undergraduate examiner. In addition the post holder will work with the existing consultants to develop training programmes for primary and secondary care in the four core competencies as described in the End of Life Care Strategy. The hospice has been approved as a training post for Speciality registrar (StR) in Palliative Medicine. The appointee will take an active role in the training of junior staff and will provide supervision, training and support for junior staff including two innovative general practice training posts.

**CLINICAL AUDIT**
There is an active Clinical Audit programme within Trinity Hospice under the supervision of the Medical Director and an audit programme within the Blackpool Teaching Hospitals NHS Trust.

It is expected that the consultant will participate in local and network audit and be prepared to present audit findings to Trinity Hospice and Palliative Care Services.

**RESEARCH AND DEVELOPMENT**
Trinity is a research active hospice and an active member of a local research collaborative between St Catherine’s Hospice, Preston and Trinity. The successful applicant will be encouraged to participate in research on clinical and/or service issues relating to Palliative Care/General Medicine.

**CONTRACTUAL COMMITMENT**
The post holder will have continuing responsibility for patients in his/her care and for the proper functioning of the service and will undertake the administrative duties associated with care of patients and the running of the clinical department.

The Contract holder for this post will be Blackpool Teaching Hospitals NHS Foundation Trust. The post will be funded by Trinity Palliative Care Services and be professionally accountable to the Head of Department for Palliative Care (Hospital based Consultant in Palliative Medicine) in the Trust and managerially accountable to the Medical Director, Trinity Palliative Care Services.

**APPRAISAL**
There is a requirement to participate in annual appraisal in line with GMC regulations.

Appraisal will be in accordance with current practice within the Trust and will be carried out with the Head of Department for Palliative Care (Hospital based Consultant in Palliative Medicine) jointly with the Medical Director of Trinity Palliative Care Services.

**ASSOCIATED DUTIES AND RESPONSIBILITIES**

i) **Main Duties and Programmed Activities**
Except in emergencies or where otherwise agreed with your clinical manager, you are responsible for fulfilling the duties and responsibilities and undertaking the programmed activities set out in your new Job Plan, as reviewed from time to time in line with the provisions below.

ii) **Associated duties**
You are responsible for the associated duties set out in schedule 2 of the Terms and Conditions. These include amongst other things a requirement to:-

- Collaborate with colleagues in primary and secondary care to implement protocols for the management of patients.
• Keep up to date with the developments in the specialty. It is expected that active consideration will be given to existing technologies in terms of cost effectiveness. In addition, the use of the new techniques where they can be justified clinically will be encouraged. Conforming to “state of the art” advances will ultimately depend on other priorities within the total unit.

• Contribute to post-graduate and continuing medical education. Both the Trust and Trinity supports the requirement of CME/CDP as laid down by the Royal College of Physicians and is committed to providing time and financial support for these activities. Trinity will be responsible for overseeing study leave and ensuring payment of appropriate study leave expenses.

iii) Objectives
Agreed personal objectives will form part of individual Job Plans. Objectives will be set out in clear and transparent terms and will be agreed with an individual’s clinical manager. Objectives are not contractually binding in themselves, but each individual has a duty to make all reasonable efforts to achieve them during the respective year.

RESOURCES

TRINITY PALLIATIVE CARE SERVICES
Trinity Palliative Care Services provide care for adults and children who have progressive life limiting illnesses and who have needs that cannot be met by the current caring team. Those needs may be physical, psychological, social and/or spiritual. As an organisation it has excellent working relationships with both Primary Care Trusts and local Blackpool Teaching Hospitals NHS Foundation Trust.

Trinity is a purpose built hospice comprising:
• The adult in-patient unit building with 20 beds
• An adult day hospice offering 15 places a day five days a week
• The children’s inpatient unit with 4 beds – Brian House
• A children’s day hospice offering up to 4 places 7 days a week – Brian House
• A purpose built learning and research centre with lecture theatre, seminar room and well stocked library
• A purpose built building for counselling and information provision – Linden Centre
• A purpose built out-patient suite for lymphoedema, complementary therapies and medical out-patients

In addition the organisation employs 7 community based specialist palliative care nurses, 4 hospital based specialist palliative care nurses and a team leader.

There is a weekly locality integrated specialist palliative care multidisciplinary team meeting held at the hospice. This meeting has a number of functions:
• Review of new referrals and deaths.
• Complex problem discussion when cases can be brought up and opinions canvassed
• Mutual support and team building

Management issues are discussed at a separate monthly business meeting

Regular meetings between the different teams is seen as a strength and an important part of the development of Trinity and can be seen as a means of fostering an inclusive approach to the generation of a communal learning and teaching evaluative environment.

The organisation provides a comprehensive complementary therapy service to both patients and carers.

There is a well-established lymphoedema service providing a comprehensive service to the community for both primary and secondary lymphoedema.
The counselling service supports patients, carers and children and offers both one to one and group counselling.

A paediatric community team outreach service has been developed to support children with palliative care needs in the community.

Trinity Palliative Care Services is a registered charity and the responsibility for its governance lies with the Board of Trustees. It has been able to develop its services over the last 26 years through the generous support of the local community and grants from the local Primary Care Trusts. The organisation remains financially sound, with adequate resources to fund developments. The trustees are keen to be associated with initiatives that contribute to the broader promotion and understanding of palliative care.

The organisation employs over 180 staff and has over 700 active volunteers who support its work. The philosophy of care is multi-disciplinary and patient centred. The hospice has access to a full time occupational therapist, physiotherapist and part time Chaplain.

**Current Medical Staffing**
Medical Director – full time substantive consultant post appointed in 2007 fully funded by Trinity Palliative Care Services

Hospital based full time consultant post – appointed in March 2009 fully funded by Trinity Palliative Care Services

Community based part-time consultant post – appointed in October 2010 fully funded by Trinity Palliative Care Services.

Consultant in Paediatrics with an interest in paediatric palliative care with a 3 session commitment to Brain House Children’s Hospice.

Senior Speciality Doctor post working 8 sessions a week in the adult in-patient unit, Brian House and day hospice

Two speciality doctors who work a total of 6 sessions a week managing the day to day medical care of the in-patient unit and day therapy unit

Two innovative General Practice ST posts working in both general practice and the hospice work a total of 10 sessions at the hospice.

Two Macmillan GPs working 2 sessions a week one based in Blackpool, one based in Fylde and Wyre currently in their second year of a three year post. They have worked closely with the current community consultant to develop community services.

**Proposed medical staff developments**
Approved as a site for Speciality registrar (StR) training based in the North Western Deanery. Looking to host first StR in August 2012.

**LOCAL COMMUNITY SERVICES**
Community services are provided via NHS North Lancashire Teaching and NHS Blackpool. End of Life Care programmes including Gold Standards Framework, the Blackpool Model and Six Steps are well established in the area. Work is on going with a large number of Nursing Homes to support them in implementing the North West End of Life Care Model and the end of life care tools including an integrated locality Liverpool Care of the Dying Pathway.

The hospice has regular meetings with both Primary Care Trusts and works in partnership with them to provide an effective service to the local population. Trinity employs 7 clinical nurse specialists who work 7wte to support patients in the community. They work in specified areas so that they can develop good working relationships with the primary care teams, but also cross cover for sickness and annual leave as the need arises.
KEY RESULTS

Clinical Results
The post holder will be expected to contribute to the ongoing quality improvement of clinical services at the end of life.

Policy and Strategy
The appointee will be expected to participate fully in the development of intermediate care services. This will include Primary Care Trust, Blackpool Teaching Hospitals NHS Trust and multi agency project involvement to improve the quality of health care for local residents in line with the National End of Life Care Strategy.

Resource Management
The post holder will be expected to ensure that services are delivered within the agreed parameters of Trinity Palliative Care services.

People Leadership
The appointee will be expected to provide leadership to her/his clinical teams and a range of project teams as required. These may include multi agency development teams.

Education
The post holder will be expected to take a full part in Undergraduate and Postgraduate Medical Education.

GENERAL REQUIREMENTS AND CONDITIONS OF SERVICE

a) Applications from candidates who wish to join in a job sharing arrangement will be considered.

b) A satisfactory medical examination is a condition of employment for ‘medical and dental staff’ in the National Health Service. Therefore, the successful candidate’s appointment will be subjected to medical clearance from the Trust’s Occupational Health Physician. In relation to Hepatitis B screening and vaccination, it is a requirement of all staff that they should undergo periodic testing and where a post is designated as potentially prone to exposure, be vaccinated.

c) You will be expected to work with local managers and professional colleagues in the efficient running of services and will share with the Medical Director of Trinity Palliative Care Services a contribution to management.

d) Subject to the provisions of the Terms and Conditions of Service, you are expected to observe agreed policies and procedures, drawn up in consultation with the profession on clinical matters. In particular, where you supervise employees, you will be expected to follow the local and national employment and personnel policies and procedures.

e) All medical and dental staff employed by the Trust are expected to comply with all health and Safety policies.

f) It is appreciated that the programmed activities detailed below can only apply if the medical, nursing and administrative infrastructure is in place, both in terms of quality and quantity. Any variations on the provision of the infrastructure should be brought to the attention of the general manager of the provider unit.

g) Where involvement in clinical management is accepted by an individual consultant and this involves specified duties, an abatement of clinical sessions will be permitted. It is expected that when management duties are relinquished, the original sessions(s) will be taken up.
h) The post holder will be expected to comply with the Trust’s and Trinity Hospice’s policies and procedures on infection prevention and control.

**REVIEW OF JOB PLAN**

The appointee and the Head of Department for Palliative Care in the Blackpool Teaching Hospitals NHS Trust, in conjunction with the Medical Director Palliative Care Services, will agree on a prospective Job Plan that sets out the main duties and responsibilities, the accountability arrangements, the objectives and the supporting resources.

The review will take place annually in line with the provisions in Schedule 3 of the terms and conditions. Either the appointee or the Head of Department for Palliative Care or the Medical Director of Trinity Palliative care services may propose amendment of the Job Plan. The appointee will help ensure, through participating in Job Plan reviews, that the Job Plan meets the criteria set out in the Terms and conditions and that it contributes to the effective and efficient use of NHS resources.

**DUTIES OF THE POST**

These duties are for a Consultant in Palliative Medicine with responsibility for Community Specialist Palliative Care Services.

- To ensure a seamless, co-ordinated and facilitated system of Specialist Palliative Care between the 4 main elements of the service, namely, the community service, the hospital service, the Hospice In-Patient service and the Day Hospice
- To be part of the medical team at Trinity and clinical leadership team, working with the Medical Director to ensure high standards of clinical care for patients and carers referred to any part of the service
- To provide medical leadership to the community palliative care team
- To provide input into the integrated MDT review of new patients on a weekly basis
- To carry out domiciliary visits as determined by clinical need at the request of GPs and clinical nurse specialists
- To promote and develop principles of integrated hospice, hospital and community palliative care and promote good practice across the area
- To lead on the development of clinical protocols for the palliative care of patients within the community setting including supporting a pilot hospice @ home service
- To hold out-patient clinics at Trinity Hospice and on a rotating basis around the area, accepting referrals from General Practitioners and clinical nurse specialists
- To provide advice and support to General Practitioners and, where required, to hospital Consultants and ward teams within Blackpool Teaching Hospitals NHS Foundation Trust.
- To work with the Hospital Based Consultant to provide some clinical sessions to the adult in-patient unit, as necessary when the Medical Director is away for more than 5 consecutive days.

**Service development**

- To work with the Medical Director, Hospital Consultant in Palliative Medicine and Clinical Leadership team to ensure best organisation and delivery of services within the local community
- To develop existing services in the community to provide a seamless specialist palliative care service for patients and carers
- To include the development of services for patients with a non-malignant diagnosis in line with local specialist palliative care services
- To contribute to and collaborate with new cross boundary initiatives to improve patient and carer experience
- To provide sufficient activity data as may be needed to assess and evaluate services provided
- To contribute papers to the Trinity Management Team executive and Clinical Leadership Group about community services To develop personal and professional contacts with key professionals
Education and research
- To develop and participate in provision of education for healthcare professionals within the healthcare economy
- To work with GPs/GSF facilitators and community team to develop educational programmes for GPs and primary care teams to support the increased uptake of end of life tools
- To collaborate with local research into the care of palliative patients, ensuring service and service developments are based on a good evidence base
- To participate in relevant clinical audit
- To develop personal and professional contacts with key professionals

Governance
- The post holder will participate in an active programme of audit across the locality and contribute to Network and National Audit
- The post holder will support the Medical Director of Trinity Palliative Care Services with clinical governance and support the development of quality standards, protocols and clinical guidelines
- Supporting the community based provider services by helping the development of integrated quality standards, clinical guidelines, protocols, procedures and policies.

Advice
- Provide open access to advice to health and social care professionals as required both on principles of palliative care and on patient specific requirements.

General
- To work flexibly within periods when colleagues are absent, on leave etc ensuring that adequate clinical cover for the service is maintained
- To participate in the current hospice non-residential out of hours on call rota one weekend in six second on call for the inpatient unit.
- To participate in appropriate local, network and national initiatives
- To promote specialist and generalist palliative care
- To be committed to their own continuing professional development
- To reside within a reasonable distance of Trinity hospice buildings.
- Participate in a joint annual appraisal with the Head of Department for Palliative Medicine and Medical Director of Trinity Palliative Care services as well as the Trust

This job description is not intended to be a complete list of duties and responsibilities, but an indication of the duties expected. It will be periodically reviewed in the light of developing work requirements

Office accommodation
The post holder will share an office at Trinity Hospice with the Hospital Consultant in Palliative Medicine, with full access to IT via the NHS intranet and part time secretarial support who also acts as the MDT co-ordinator for the Clinical Nurse Specialist team.

On call
The post holder will be expected to be second on call for the hospice in-patient unit one week in 6 covering experienced speciality doctors and one weekend in 6 second on covering Saturday and Sunday supporting one of the more junior doctors. The on call week will start on a Friday when the consultant will be first on call for that evening and night, and finish the following Thursday. The first on call doctor will be expected to come into the hospice and carry out a trouble shooting ward round each day and work with the senior nurse in charge of the hospice and the second on call consultant to ensure that patients are appropriately managed over the weekend. The Hospice will admit patients at weekends between 09.00 and 17.00 on an occasional basis. The first on call doctor must be available to admit the patient as an emergency over the weekend between the hours of 09.00 and 17.00 which they will discuss with the second on call doctor. There will be no evening or overnight admissions.
GENERAL CONDITIONS

- The post is part-time – 6.5 Programmed Activities per week.
- Annual leave will be a minimum of 32 days per annum based on a 5 working day week (pro rata). There are 8 public holidays in addition to this entitlement.

Travel expenses will be paid at the NHS rate, claimed electronically from the Trust and then reimbursed by Trinity Hospice and Palliative Care Services.

RECOMMENDED OUTLINE WORK PROGRAMME

CONSULTANT IN PALLIATIVE MEDICINE – COMMUNITY

The allocation of sessions will be subject to review as the service develops in conjunction with the Medical Director of Trinity Palliative Care Services and the Clinical Lead for Palliative Care for Blackpool Teaching Hospitals NHS Trust but an outline is as follows:

CPD – Continued Professional Development, (Governance, Audit, Research and Teaching)

<table>
<thead>
<tr>
<th>DAY</th>
<th>AM</th>
<th>PM</th>
<th>TOTAL PAs</th>
</tr>
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<tbody>
<tr>
<td>MONDAY</td>
<td>Management (1 SPA)</td>
<td>Teaching / CPD / Research (1 SPA)</td>
<td>2 SPA</td>
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<tr>
<td>TUESDAY</td>
<td>Out-patient clinic or Outreach clinic (1 DCC)</td>
<td>Clinical admin (0.5 DCC) Locality Integrated SPC MDT (0.5 DCC)</td>
<td>2 DCC</td>
</tr>
<tr>
<td>WEDNESDAY</td>
<td>Domiciliary visits &amp; support to primary care (1 DCC)</td>
<td>Clinical admin (0.5 DCC) Governance / Audit (0.5 SPA)</td>
<td>1.5 DCC 0.5 SPA</td>
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<tr>
<td>THURSDAY</td>
<td>Predictable on-call (0.5 DCC)</td>
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<td>0.5 DCC</td>
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<tr>
<td>TOTAL</td>
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<td>6.5</td>
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A further 2-PAs may be available at the discretion of the candidate and the Hospice if the workload indicates that they are required.

Break down of PA distribution:
Clinical Care including on call 4 DCC
Professional Activity 2.5 DCC
## CONSULTANT PERSON SPECIFICATION

<table>
<thead>
<tr>
<th>ESSENTIAL</th>
<th>DESIRABLE</th>
<th>METHOD OF ASSESSMENT</th>
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<tbody>
<tr>
<td><strong>Education and Training</strong></td>
<td>Management training</td>
<td>CV/Interview</td>
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<tr>
<td>Primary Medical Qualification</td>
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<tr>
<td>MRCP, FRCR (Clinical Oncology), MRCGP or FRCA</td>
<td>Specialist interest in education</td>
<td>Certification</td>
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<tr>
<td>On GMC Specialist Register for Palliative Medicine or eligible for inclusion or obtaining CCT within 6 months of interview date</td>
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<tr>
<td><strong>Experience</strong></td>
<td>4 years supervised training in appropriate StrR equivalent training programme</td>
<td>CV/Interview</td>
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<tr>
<td>Clinical training and experience equivalent to gaining UK CCT in Palliative Medicine</td>
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<tr>
<td><strong>Skills and Abilities</strong></td>
<td>Computer and IT skills</td>
<td>CV/Interview</td>
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<tr>
<td>Excellent communication skills – both oral and written.</td>
<td>Educational qualification or working towards.</td>
<td>CV/Interview</td>
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<td>Effective teaching skills</td>
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<td>Evidence of supervising medical staff</td>
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<tr>
<td>Ability to organise and prioritise workload and to delegate responsibility and supervise staff.</td>
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<tr>
<td>Ability to motivate and inspire a multi-disciplinary team and work sensitively within teams and across organisations</td>
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<td>Experience of implementing and managing change in a healthcare setting</td>
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<tr>
<td>Leadership skills - ability to take responsibility, show leadership and make decisions</td>
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Experience of working in a community medical setting alongside GPs
<table>
<thead>
<tr>
<th>Knowledge / Research</th>
<th>Awareness of NHS organisation and core values of NHS</th>
<th>Research/publications connected with Palliative Care</th>
<th>CV/Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Understanding the importance of clinicians in management</td>
<td>Knowledge &amp; principles of resource &amp; budget management</td>
<td>CV</td>
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<td></td>
<td>Commitment to CPD and requirements of clinical governance and audit</td>
<td>Attendance at management course</td>
<td>CV/ Interview</td>
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<tr>
<td>Other Requirements</td>
<td>MD or PhD in subject related to Palliative Care</td>
<td>Evidence of on-going research</td>
<td>CV/ Interview</td>
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<td></td>
<td>Commitment to the Mission of Trinity Hospice.</td>
<td>Able to provide appropriate support second on call</td>
<td>CV/ Interview</td>
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**FURTHER INFORMATION**

Arrangements to visit the Hospice or discuss the post further may be made directly with: -

Dr Susan Salt, Medical Director, Trinity Hospice Palliative Care Services  Tel: 01253 358881  dr.salt@trinityhospice.co.uk

Julie Huttley, Clinical Director, Trinity Hospice and Palliative Care Services Tel: 01253 358881  julie.huttley@trinityhospice.co.uk

Dr Andrea Whitfield, Head of Department and Consultant in Palliative Medicine, Blackpool Teaching Hospitals NHS Foundation Trust  Tel: 01253 655672  dr.whitfield@bfwh.nhs.uk

Dr Sarah Wenham, Current Post Holder, Trinity Hospice and Palliative Care Services  Tel 01253 358881  dr.whitfield@bfwhospitals.nhs.uk

Dr Paul Kelsey, Medical Director, Blackpool Teaching Hospitals NHS Foundation Trust  Tel: 01253 306858  dr.kelsey@bfwhospitals.nhs.uk

**Websites**

www.trinityhospice.co.uk

www.bfwh.nhs.uk
RESOURCES

The Trust serves a resident population of approximately 333,000. There are large seasonal fluctuations in population with Blackpool and surrounding areas of the Fylde coast attracting up to 16 million visitors a year. The Trust comprises Blackpool Victoria Hospital, a district general hospital with 849 beds and three community hospitals: Clifton Hospital, Rossall Hospital Rehabilitation Unit and Wesham Hospital. Bispham Nurse led unit is a local social enterprise hospital specialising in rehabilitation.

The hospital has a consultant staff numbering over one hundred and ten encompassing all major medical and surgical specialties. In addition there are visiting consultants in the specialties of nephrology, neurology, neurosurgery, plastic surgery and radiotherapy. The hospital provides some regional services in Haematology.

The large Radiology Department has state of the art Spiral CT and MR scanners. There are facilities for Nuclear Radiology in addition to plain radiography and Ultrasound. The department is in the advanced stages of conversion to a film-free digital imaging service.

The Victoria Hospital has a Oncology/Haematology Suite with a Day Case Unit and an 18-bed ward (of which 12 beds will be used for clinical Haematology) opened in 2003. Six Outpatient sessions in Clinical Oncology take place, provided by Clinical Oncologists from Lancashire Teaching Hospitals NHS Foundation Trust.

The Hospital is the site of Lancashire Cardiac Centre which provides comprehensive cardiology and cardiothoracic surgical services for the adult population of Lancashire and South Cumbria, numbering approximately 1.6 million. The Lancashire Cardiac Centre is a new £52 million purpose built hospital.

The Trust is committed to providing quality end of life care working in partnership with other stakeholders including Trinity, social services and local commissioning groups through the Fylde Coast End of Life Steering Group. The End of Life Project Team has recently been awarded Team of the Year and the Chairman's Award in 2011 in recognition of quality improvements.

The Trust has recently developed its undergraduate medical teaching and trains 48 fourth year medical students from the University of Liverpool annually in addition to 15 final year medical students. It has an active undergraduate team and is a Teaching Hospital.

CLINICAL AND MANAGERIAL LEADERSHIP

There is a well-established Divisional Management Structure within the Trust which is underpinned by a Trust Board the members of which are as follows:-

CHAIRMAN - Miss Beverley Lester
CHIEF EXECUTIVE - Mr Aidan Kehoe

NON-EXECUTIVE MEMBERS

MEMBERS - Mrs Christine Breene
- Mr Paul Olive
- Mr Michael Brown
- Mr Peter Hosker
- Mr Bill Robinson
- Mr Malcolm Faulkner

NON-EXECUTIVE DIRECTORS

EXECUTIVE DIRECTORS
Deputy Chief Executive - Mr Tim Welch
Medical Director - Dr Paul Kelsey
Director of Finance - Mr Tim Welch
Director of Nursing & Quality - Ms Marie Thompson

DIRECTORS
Director of Facilities - Mr Robert Bell
Director of HR and Organisational Development - Mr Nick Grimshaw

The Unscheduled Care Division comprises:
Associate Medical Director - Dr Nigel Randall
Acute Medicine Directorate Manager - Mr Adam Bateman

There is a monthly acute medicine business meeting for Consultant staff with the Associate Medical Director, Deputy Director of Operations, Associate Nurse Director and Consultant colleagues.

VICTORIA HOSPITAL – CONSULTANT PHYSICIANS

Chest Medicine
Dr T Saba (Specialist interest Lung Cancer and COPD)
Dr Li kam Wa (Specialist interest Tuberculosis)
Dr Paracha (Sleep Disorders)
Dr Mirakur (Lung Cancer)

Care of The Elderly
Dr M O'Donnell
Dr S Talab
Prof R Gulati
Dr El Khateeb
Dr A Weatherburn

Diabetes & Endocrinology
Dr J Mackay
Dr Ahmed
Dr Elrishi

Gastroenterology
Dr PET Isaacs
Dr M T Hendrickse
Dr C J Shorrock
Dr C Luces

Haematology
Dr P Kelsey
Dr M Macheta
Dr P Cahalin

Palliative Medicine
Dr A Whitfield

Infectious Disease/HIV
Dr P Flegg (College Tutor)

Rheumatology
Dr S Jones
Dr C Rao
Dr H Sari-Kouzel

Dermatology
Dr W Bottomley

CDU/PCAU
Dr C Robertson
Dr S Dissenayake
**Medical Oncology**
- Dr S Susnerwala (clinical oncologist)
- Dr A Hindley (clinical oncologist)
- Dr M Siva (visiting consultant)
- Dr S Lau (medical oncologist)
- Dr R Kumar (clinical oncologist)
- Dr F Danwata (clinical oncologist)

**Neurology**
- Dr B Boothman (visiting Consultant)
- Dr J Nixon (visiting Consultant)
- Mr C Davies (visiting Consultant)
- Mr N Gurusinghe (visiting Consultant)

**Nephrology**
- Dr R A Coward (visiting Consultant)
- Dr A Dhaygude (visiting Consultant)

**POLICY AND STRATEGY**

**The Strategic Agenda**
Policies which drive Blackpool Teaching Hospitals Agenda include:-

- End of Life Care Strategy
- The NHS Plan
- The National Service Frameworks (for Coronary Heart Disease, Older People, Diabetes)
- National Cancer Plan
- National Clinical Guidelines (NICE)
- Health Improvement Targets and Health Outcome Indicators
- P.C.Ts
- Health Action Zones
- Modernising Health and Social Services
- User and Carer Involvement
- Improving Working Lives
- Trust training and development Strategy

**Organisation Excellence**
The Trust has achieved Foundation Status and has been awarded teaching status by Liverpool University. The Trust is actively pursuing a total quality approach through self-assessment. Management structures are designed to ensure that maximum devolution and decision making rests with the Clinical Directorate Teams.

**Health and Safety**
The Trust has a comprehensive Health and Safety Policy with corporate policies and procedures at Directorate level. It is the responsibility of each employee to observe these policies.

**Risk Management**
A comprehensive Risk Management Strategy includes a ‘serious incident’ reporting system is in operation. All employees are expected to work within the system.

**Clinical Governance**
Clinical Governance requires that all clinical staff accept personal responsibility for knowing what constitutes best practice in their field, defining policies to translate this into practice within their own service and measuring the clinical outcomes of the service. The Trust is adopting an approach to Clinical Governance which will draw together its pre-existing self-assessment programme, clinical audit programme, complaints and litigation management, risk management, continuing medical education and clinical leadership.
APPENDIX 2 - KEY NETWORKS and GROUPS

LANCASHIRE AND SOUTH CUMBRIA CANCER NETWORK – PALLIATIVE CARE GROUP
As part of the Network infrastructure, a Palliative Care Network Group has been established. The remit of this group is to develop the Supportive and Palliative Care Strategy for Lancashire and South Cumbria and to identify to the Network Steering Group the resources required to achieve the National Standards.

The representatives are chosen by their local palliative care group – currently those from Blackpool, Fylde and Wyre are:
- Consultant in Palliative Medicine (current Medical Director of Trinity)
- Hospital Consultant in Palliative Medicine
- Primary Care Lead for end of life care services (from both PCTs)
- Cancer and End of Life Lead nurse for Blackpool Teaching Hospitals NHS Foundation Trust.

The plans within the district provide for a seamless service between the various organisations providing palliative care, in particular the NHS Trust and Trinity Palliative Care Services.

LANCASHIRE AND SOUTH CUMBRIA CANCER SERVICES NETWORK
The Lancashire and South Cumbria Cancer Network is one of 3 Cancer Networks within the North West. The Cancer Network serves a population of 1.45 million and is made up of 4 Cancer Units and 1 Cancer Centre.
Central Lancashire Cancer Unit - Preston, Chorley and South Ribble
East Lancashire Cancer Unit - Blackburn and Burnley
Fylde Coast Cancer Unit - Blackpool
Morecambe Bay Cancer Unit - Lancaster, Kendal and Barrow in Furness

The Rosemere Cancer Centre is based at Preston.
The Network is responsible for ensuring the implementation of the National Cancer Plan and the achievement of the Standards within the Manual of Cancer Services Standards across Lancashire and South Cumbria
Lead Manager Kath Nuttall
Lead Nurse Post currently vacant
Medical Lead Dr Alex Burton and Dr Alex Howat

CUMBRIA & LANCASHIRE END of LIFE CARE NETWORK
This network works in parallel with the Cancer network to deliver an end of life care agenda following the National End of Life Care Strategy. Its emphasis is in developing structures to help deliver better end of life care for non-malignant diseases and to ensure systems join up. The group funds a significant amount of education including the six steps programme for Residential homes in Fylde and Wyre.
Chair of the End of Life Network Board Dr Elizabeth Bailey
Lead Nurse Julie Foster

The Fylde Coast is represented currently by:
- The Community Consultant in Palliative Medicine
- Lead Nurse for Cancer and End of Life Care Blackpool Teaching Hospitals NHS Trust
- Clinical Lead for End of Life Care, NHS Blackpool
- GP Macmillan Facilitators, NHS North Lancs (Fylde & Wyre)
- End of Life Commissioning Lead, NHS North Lancs
APPENDIX 2 – KEY NETWORKS and GROUPS (cont)

FYLDE COAST END OF LIFE STEERING GROUP
This is a newly established group consisting of all the key stake holders that commission and provide high quality end of life services across the Fylde Coast. The group includes representatives from social services, out of hours providers, local PCTs and CCGs, commissioners and the Blackpool Teaching Hospital NHS Foundation Trust. The group has been mandated by the Fylde Coast Health Economy Unscheduled Care Board to recommend ways of improving end of life care delivery across the whole community, involving both health and social care. The post holder of the Community Consultant in Palliative Medicine is currently the chair of this group.

The group has three workstreams, in line with the End of Life Care Strategy, looking at:

1. Co-ordination of Care: Systems and data collection including developing a locality register
2. High Quality Services (the post holder of the Community Consultant in Palliative Medicine is the Clinical Lead of this group)
3. Education, Training and Awareness
APPENDIX 3 - UNIVERSITY OF CENTRAL LANCASHIRE (UCLan)

There are close links with the University of Central Lancashire.

The University of Central Lancashire achieved its current designation in 1992, but traces its origins back to the foundation of post-school education in Preston in 1828. It was designated as a Higher Education Institution, by the Government in 1973, when it had fewer than 1,000 HE students. Since then it has grown to over 23,000 students, with its most rapid growth over the last 10 years. Over 3,000 students study under partnership arrangements with colleges across the region.

The University has a comprehensive programme of activity covering almost all of the academic subject categories of the Higher Education Funding Council. The University has a balance between scientific and technological disciplines and arts, humanities and social sciences.

Research has been a growing area for the University, particularly since 1992. The 1996 Research Assessment Exercise recognised that there are a number of areas of research in which the University had achieved work of National and International distinction. Ten areas were rated as having research of International or National excellence.

The Faculty of Health

The faculty is a major provider of health and social welfare education offering an extensive portfolio of undergraduate, postgraduate and continuing professional development courses, as well as research opportunities. The Faculty has over 5,000 students and approximately 260 academic, research, administrative and technical staff.

Research and scholarly activity is integral both to the Faculty's internal activities and to those with its partners in the Health Service, Industry and in Voluntary and Public sectors. Research in the Faculty covers a range of professional practice, which is constantly developing, reflecting the inter-professional and multi-agency provision of health and social welfare.

There are a series of programmes of applied clinical research involving aspects of disease epidemiology, prevention, diagnosis, management and monitoring outcomes across the community, primary and secondary care sectors. A particular focus has been the use of patient oriented outcomes, and quality of life studies for carers and patients. A range of laboratory techniques and expertise is available, including: molecular biology, cell biochemistry, the use of tracer materials to assess whole body metabolism of nutrients, pharmaceuticals and of environmental pollutants, mass spectrometry, critical path analysis, specialised clinical input from practising health professionals, health informatics, health statistics and quality of life assessment.

Many programmes are available by distance and flexible learning backed by synoptic residential sessions, and it is possible to progress through the Clinical and Health Sciences programme to Masters level beyond which suitable candidates can progress direct to an MD or MCh/MDCh doctorates as Professional Doctorates. This approach will soon be available for Public Health and Primary and Community Care specialists and other Health Professions.

The School offers research supervision for PhD., DCh, MCh MPhil, MD and MSc projects.

It is envisaged that this provision will be extended and advanced at pre and post registration level for all Health Professionals. The formation of an “academic ethos” is key to this, and it is intended that the new Director will contribute to this. The University and Hospice wish to foster an inclusive and innovative approach to all aspects of the specialty. This incorporates the expectation that development of a research and evaluative culture across education and employment is fundamental to change and development. The dynamic processes and advances in palliative care are acknowledged and preparation offered for the current and future context of care.
Lancaster University was founded in 1964 and is one of Britain's top universities. The Times Good University Guide 2004 said Lancaster was "among the top dozen universities for research and in the top 20 for teaching". Students have the opportunity to work in a first class environment for scholarship and learning with nationally and internationally renowned staff who are at the forefront of their academic field. In 2005-06 the University offers in excess of 270 types of Degree and has over 8000 Undergraduate students, almost 3000 Postgraduate students and approximately 1600 International students.

The Institute for Health Research

The Institute for Health Research (IHR) at Lancaster University was founded in 1996 and conducts studies across a range of health-related issues. It undertakes consultancy and ‘third mission’ activities and offers several programmes of postgraduate study, by taught course and by research. Currently, the Institute comprises 15 members of academic staff, together with 16 Research Associates and Post-doctoral Fellows. It has some 30 research students registered for postgraduate study (either full-time or part-time), together with a further 62 students registered full-time for the Doctorate in Clinical Psychology. In addition, it has an annual intake of students on the MA/Diploma in Health Research and the MRes in Health and Social Care. In autumn 2006 it begins a new M. Res programme, to be delivered entirely through e-learning. In the 2001 Research Assessment Exercise Staff in IHR were entered, with others, into the Social Work Unit of Assessment and were awarded a Grade 5.

Staff and students working in IHR come from a variety of social science disciplines, including: sociology; human geography; psychology; and social history; some staff and many students have backgrounds in the health care disciplines. Our interests are in the perspectives that the social sciences bring to an understanding of health, illness and the delivery of health care.

The Institute has a good track record of working with a variety of health professionals and other academics involved in health research. We have received substantial research funding in recent years from the Department of Health, from ESRC, and from a variety of charities and other organisations. The Institute is host to Health R&D North West and the International Observatory on End of Life Care. Special areas of interest include public health, learning disabilities, disability studies, rural health, ageing, social studies of science in medicine, end of life care and the social aspects of ageing. The Institute works in partnership with a wide variety of colleagues and external organisations to develop new fields of interest in questions of health and health care.

It enjoys close links with other departments within the Faculty of Arts and Social Sciences as well as with the Lancaster University Management School. It is an active participant in the University’s newly-created Centre for Medical Education, which is working in partnership with Liverpool University on the teaching of medical undergraduate students at Lancaster. It is in the process of setting up its own faculty of medicine and ultimately an independent medical school.

The work of the International Observatory on End of Life Care

Founded at Lancaster University in September 2003 under the leadership of Professor David Clark, the International Observatory on End of Life Care is the first ever research and development project to concentrate on the comparative analysis of hospice and palliative care around the world. The Observatory is unique in being focussed solely on end of life care and in its emphasis on a social science perspective. Current director is the Help the Hospice Chair of Hospice Studies Professor Shelia Payne

The aims of the Observatory are:

- To provide clear and accessible research-based information on hospice and palliative care provision in the international context, incorporating ethnographic, historical and ethical perspectives as well as health care systems, demographic and epidemiological analysis
- To disseminate this information through the Observatory website and through published articles, monographs, reports, CDs and other media, in ways that facilitate cross-national comparative analysis and stimulate practical development
- To undertake primary research studies and reviews to generate such information.
• To develop a small grants programme to support academic work relating to the aims of the Observatory in resource poor regions

• To work in partnership with key organisations and individuals, nationally and internationally as a ‘community of effort’ for the global improvement of end of life care

Current and recent activities
The Observatory has a rapidly expanding portfolio of activities and has received capacity building funding support from various sources. It is a partner (with the universities of Southampton, Sheffield, Liverpool and Manchester) in the newly created NCRI-funded Cancer Experiences Collaborative (CECo).

Programme activities and support functions within the Observatory
The Observatory operates within five ‘programmes’ of activity, reflecting a number of dimensions: the academic interests and expertise that exist at Lancaster; the interests of our partner organisations and sponsors; the expectations and goals of local and regional hospice and palliative care providers; and the changing national and international agenda for palliative care development. The Observatory programmes are currently defined as:

Global development: mapping the international development of hospice and palliative care, especially in resource poor regions

Historical analysis: researching the ‘living history’ of hospice and palliative care, as well as related specialties, through oral histories, institutional studies, archival preservation and bibliographic analysis

Patient and carer experience: analysing the giving and receiving of care in the context of life-threatening illness, including narratives of experience; place of care preferences; life course factors; and social inequalities

Ethics: developing an ethical framework for the analysis of moral issues in end of life care: clinically, organisationally, and societally

Service and policy evaluation: studies to generate evidence about the delivery and efficacy of palliative care interventions and services, linked to wider changes in health and social policy

In addition, the Observatory has two key ‘support functions’:

Information and dissemination: website; specialist library including - journal holdings, books and other media, databases; paper and digital archives; oral history collection; Observatory Publications

Education and training: International Observatory Research Summer School, 2005; postgraduate research supervision; special study modules for medical undergraduates (Liverpool/Lancaster); support for conferences and meetings; M.Res. in End of Life Care

Since the inception of the International Observatory on End of Life Care at Lancaster University in 2003 there has been a close working relationship with Help the Hospices.

A Chair in Hospice Studies, funded by Help the Hospices, has been appointed at Lancaster University Institute for Health Research. Professor Sheila Payne took up the appointment in October 2006 with the following key targets:-

• to establish an international high quality research programme on hospice care commensurate with the research and knowledge transfer mission of the International Observatory on End of Life Care and the strategic aims of Help the Hospices.

• to develop educational and training programmes relevant to the development of hospice and palliative care and the related aims of Help the Hospices.

The current medical director of Trinity Hospice and palliative care services was appointed an Honorary Senior Lecturer to the University in April 2009.
Trinity Hospice also has close links with the School of Medicine in Liverpool through training up to 48 medical students who rotate through the hospice each academic year for four weeks at a time. This makes up part of their fourth year of training which is based in Blackpool. The Medical school has around 1800 medical undergraduates and 1200 taught postgraduates study at the school at any one time.

The mission statement of the medical school is to “produce caring doctors who are highly competent, can continually adapt and develop their skills, and contribute to the development of the profession and its vital services.”

We work closely with the undergraduate team based at Blackpool Teaching Hospitals NHS Foundation Trust to provide a comprehensive timetable including three days of communication skills, care at the end of life, the role of the Liverpool Care Pathway as well as basic symptom control. Whilst at the Hospice the students have to prepare and present an ethical dilemma in front of the staff. The students follow a practice based learning (PBL) approach to their learning and have clear tasks to achieve whilst on placement in the Hospice.

Clinical lead for Palliative Medicine Curriculum  Professor John Ellershaw  
Lead Clinician (Blackpool)  Dr Andrea Whitfield  
Lead for Undergraduate Education (Blackpool)  Helen Box  
Administrative support  Lindsay Ashton  

We have run a number of special study modules (SSM) for 4th year medical students and are looking to be approved for Selective in advanced medical placement (SAMP) for 5th year students in 2012.

We also have close links with research teams at Liverpool led by Professor Mari Lloyd Williams and often participate in research studies organised through her department.