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***“Our vision is to provide safe, high quality seamless service delivered with courtesy and respect. To achieve our vision we expect all our staff to uphold our Trust Values”***

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| **JOB DETAILS** | |
| **Job Title** | Head of Glaucoma Practitioner Services |
| **Reports to** | Senior Nurse /  Consultant Ophthalmologist Glaucoma |
| **Band** | 8a |
| **Department/Directorate** | Glaucoma Unit - Surgical Services Division |

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| **JOB PURPOSE** | | |
| The Lead Practitioner for Glaucoma Services is an experienced registered healthcare professional with expert specialist skills to assess and treat patients and manage the clinical environment in liaison with the management and consultant team.   * The practitioner will act as an autonomous practitioner informing clinical decisions and complex management plans in diagnosis, assessment and treatment of patients within the sub speciality of Glaucoma. * Develop new areas of practice and ways of working with the consultant and nursing team ensuring quality standards are met and maintained. The post holder will work closely with the multidisciplinary team and collaborate with colleagues to ensure high quality patient care is maintained. * Undertake advanced practice clinical sessions as an independent practitioner in designated practitioner led clinics and with their own patient profile in consultant led clinics within the ophthalmic unit and in community settings. * To act as an expert clinical resource to all Health Care professionals and others involved in the delivery of care to this client group. * Contribute to the Trust Governance agenda through patient involvement, education, clinical guideline production, audit and research. * Responsible for Governance of the Glaucoma Practitioner Service in conjunction with the Clinical Lead for Glaucoma, Senior Nurse and Cluster Manager. * Responsible for policy and service development. Working in conjunction with the senior nursing and consultant staff formulate the development of clinical guidelines for all aspects of clinical practice within the clinical sub speciality. * Liaises with other agencies as appropriate * Responsible for budget and physical resources * Accountable for the overall operational management and development of the sub speciality service. This will include resource financing, workforce planning, service and growth evaluation, maintaining clinical service provision to national guidelines whilst working in collaboration with the medical staffing clinical lead, cluster manager, senior nurse and divisional management. | | |
| **KEY WORKING RELATIONSHIPS** | |  |
| * Divisional management team * Ophthalmology Clinical Lead * Ophthalmology Cluster Manager * Ophthalmic Consultants * Senior Nurse * Ophthalmology Practitioners * Ophthalmology Matron * Ophthalmology Unit Sisters / Charge Nurses * Clinical site team * Allied healthcare professionals * Ophthalmology Nursing and Technical Staff | | |
| **ORGANISATIONAL CHART** | | |
|  | | |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** | | |
| Management & Leadership:   * Review and update the documentation to improve the quality, accuracy and consistency of information recorded. * Negotiate and facilitate the management of change in practices to achieve best practices and services * To develop and implement with nursing and consultant staff new policies and clinical guidance for new procedures. * Line manages members of the local delivery team. * Lead the Glaucoma Practitioner team in establishing and maintaining effective communication channels with multidisciplinary team, patients, carers and external agencies * Ensure the efficient and effective day to day management of Glaucoma Services within the Trust. * Co-ordinate, lead and manage Glaucoma clinics, including practitioner, consultant, domiciliary and community Glaucoma services. * Undertake autonomous slit lamp clinics as appropriate * Act as a visible, excellent clinical nursing role model championing the trust values and expectations. * Uses effective prioritisation, problem solving and delegation skills to manage time effectively * Identify and manage challenging behaviour * Plans, develops and leads on appropriate service developments and quality improvements. * Act as a resource / educator / facilitator for all health care professionals within the Trust. | | |
| **COMMUNICATION/RELATIONSHIP SKILLS** | | |
| * Creates an environment that fosters good communication between patients and their carers to ensure understanding and consent to treatment is gained. * Communicates complex and highly sensitive information to patients and carers, empathetically in order to provide reassurance and understanding of the patient’s disease and management. * Communicates complex and sensitive information with staff requiring negotiation and motivational skills. * Ability to manage situations calmly where patients may be verbally or physically aggressive * Ability to manage situations where patients may need support with personal care involving the appropriate management of bodily fluids. * Is an effective communicator liaising with the members of the wider multi-disciplinary Ophthalmic team in relation to service delivery and development. * Develop effective channels of communication and working relationships with management teams across the Trust, to enable the development of services in alternative locations, e.g. Community Hospitals, GP Practices. * Responsible for leading on the production of patient information and developing other ways of providing patient information through media and the innovations of new systems. * Work across professional, organisational and system boundaries and proactively develop and sustain new partnerships and networks to influence and improve the Glaucoma service pathway; in order to facilitate the improvement of health outcomes and healthcare delivery systems. | | |
| **ANALYTICAL/JUDGEMENTAL SKILLS** | | |
| * Responsible for clinical risk management of the non-medical practitioners working within the sub speciality, including the development and implementation of appropriate competency frameworks and standard operating procedures, compliance with national standards, compliance with health and safety requirements, recording and investigation of clinical incidents and complaints. * Responsible for Governance of the Glaucoma Service in conjunction with the Clinical Lead for Glaucoma, Senior Nurse and Cluster Manager. * Is competent to oversee the assessment, evaluation, management planning, and treatment and when appropriate the discharge of sub speciality patients. To include history taking, physical examination, request and interpret diagnostic procedures/ investigations, in order to expertly diagnose, manage and treat patients within Glaucoma – utilising advanced clinical reasoning and evidence based knowledge. * Utilises independent prescribing – performing judgements on complex clinical findings, requiring interpretation with comparison of options. * Obtains and critically analyses complex statistical data from a range of data sources to demonstrate demand trend and capacity, in order to plan service delivery. * Responsible for the monitoring of waiting times and related standards including the review of complex data/spread sheets and for taking action to ensure that performance targets for quality and volume are met.   . | | |
| **PLANNING/ORGANISATIONAL SKILLS** | | |
| * Responsible for the optimal deployment of the work force to ensure safe, effective, quality patient care is delivered and monitored. * In collaboration with the senior nurse, AHP and HS teams in Ophthalmology the post holder will lead and direct the planning, implementation and ongoing monitoring of service developments relating to their sub speciality. * Responsible for the management of their own patient case load within the sub speciality. * Responsible for complex planning of capacity and demand for the service using a range of data / spreadsheets and knowledge of the workforce requirements to meet demand; in conjunction with the Cluster Manager. * Responsible for strategic operational planning for their sub speciality to ensure a robust service provision that meets the needs of the population. | | |
| **PHYSICAL SKILLS** | | |
| * Competent to perform complex clinical skills required for the delivery of advanced ophthalmic practice, including slit lamp skills such as anterior segment interpretation, fundus examination and gonioscopy; the delivery of goldman aplination tonometry tests; fundus examination. * Is able to concentrate for extended periods in the delivery of diagnostic examination and testing. * Is able to deliver basic ophthalmic diagnostic testing on various apparatus. * Keyboard skills to enable the use of Trust electronic patient recording systems, HR, finance systems etc. * The ability to manipulate and positon diagnostic equipment, in relation to patient and user proximity to the equipment. This may include manoeuvring or lifting patients of limited mobility. | | |
| **PATIENT/CLIENT CARE** | | |
| * Develop new areas of practice and ways of working with the consultant and nursing team ensuring quality standards are met and maintained. The post holder will work closely with the multidisciplinary team and collaborate with colleagues to ensure high quality patient care is maintained. * Will act as an autonomous practitioner informing clinical decisions and complex management plans in diagnosis, assessment and treatment of patients within the sub speciality of Glaucoma, at an advanced practice level. * Supervises health promotion and wellbeing in patients, carers and staff * Maintains contact with external patient support organisations * Audits and evaluates service provision within the Glaucoma Service * Undertakes to monitor quality improvements based on patient /carer involvement * Acts as a patient advocate * Encourages a culture of inclusion and the maintenance of respect and dignity to all patients, carers and staff, in line with trust values. | | |
| **POLICY/SERVICE DEVELOPMENT** | | |
| * Responsible for policy and service development. Working in conjunction with the senior nursing and consultant medical staff in order to formulate the development of clinical guidelines for all aspects of clinical practice within the Glaucoma Service. * Lead on change, innovation implementation and audit of outcomes within the service * Responsible for the management and development of the Glaucoma Practitioner team. This includes maintaining good working relationships with the Glaucoma clinical team both within the trust and wider community setting. * Responsible for training of both the medical and non-medical clinical staff within the Glaucoma service, to include, but not exclusively, disease management in line with current NICE guidelines; and the use and interpretation of diagnostic testing. * Work in accordance with corporate and national objectives * Be conversant with Trust policies and guidelines and ensure compliance. | | |
| **FINANCIAL/PHYSICAL RESOURCES** | | |
| * Ensures best practice and good value for money when ordering supplies and maintaining stocks and adheres to the Trusts code of practice for financial management * Signs off travel expenses and overtime for staff in the Glaucoma team and is a second level approver on the clinical staffing rota system. * Is an authorised signatory for the pay and non-pay budgets for the Glaucoma service. * Has regularly meetings with Units financial advisors and Cluster Manager to plan budgetary allocation to facilitate service delivery. * Responsible for monitoring the appropriate use of resources to ensure a high quality and cost effective service. * Responsible for the assets related to the service, to include the appropriate maintenance, replacement and procurement of diagnostic equipment relative to the Glaucoma service, in an outpatient environment. * Contributes to the business planning process for the Glaucoma Service in Capacity and Demand planning and production and delivery of the Glaucoma Workforce plan. * Contributes to Cost Improvement planning and delivery in the Glaucoma service and the wider Ophthalmology team. | | |
| **HUMAN RESOURCES** | | |
| * Responsible for the overall management of staff in the Glaucoma Practitioner team. * Responsible for recruitment and retention of staff across the Glaucoma Practitioner team. * Undertakes staff appraisal and manages disciplinary and competence matters. * Responsible for the management of sickness monitoring in the Glaucoma Practitioner team. * Responsible for the development of career development opportunities for the Glaucoma Practitioner team * Responsible for the support of staff health and wellbeing * Takes responsibility for teaching and training in relation to Glaucoma across the patient pathway, including education of Community teams. * Works with Ophthalmology Education Lead in the development and delivery of training packages for staff within the Glaucoma Practitioner service, the wider Ophthalmology team, both within the organisation and across the region. * Supervises and supports trainees to attain competency in specialist knowledge and skills * Encourages and supports team to achieve best potential in the development of professional skills. * Facilitates a culture of proactive thinking and problem solving within the team to engage the best use of knowledge and skills on a daily basis * Is able to give formal and informal performance feedback * Responsible for planning of service delivery including the allocation of staffing groups to clinical activities. * Works within the NMC Code. * Is aware of own accountability and limitations. * Identifies gaps in own professional development and takes steps to address these. | | |
| **INFORMATION RESOURCES** | | |
| * Keep clear, concise records in terms of patient documentation, staff records and own portfolio. * Ensure that accurate information is delivered to staff and feed back to the Cluster Manager, Senior Nurse or Clinical Lead on any relevant issues. * Maintains effective communications systems and constantly seeks to improve such systems where appropriate. | | |
| **RESEARCH AND DEVELOPMENT** | | |
| * Undertake audits of complaints, clinical incidents, trails of equipment, Practitioner clinical practice and Local Safe Standards for Invasive Procedures (LocSSIP) as required. * Participates in the collection of clinical data and research studies as required. * Reviews recent evidence on which to plan and base clinical practice. * Utilises audit findings in the delivery of care in the Ophthalmology service, developing new ways of working and disseminates relevant information to staff. * To initiate and participate in clinical audit throughout the Ophthalmology service. * Evaluates own role and that of the sub speciality team and the needs of the service and develops own role and teams role to meet the changing needs of the patient and current best practice. | | |
| **FREEDOM TO ACT** | | |
| * Will act as an autonomous practitioner informing clinical decisions and complex management plans in diagnosis, assessment and treatment of patients within the sub speciality of Glaucoma, at an advanced practice level. * Responsible for policy and service development. Working in conjunction with the senior nursing and consultant medical staff in order to formulate the development of clinical guidelines for all aspects of clinical practice within the Glaucoma Service. * Be conversant with Trust policies and guidelines and ensure compliance to policies across the Glaucoma team. * Acts as the Glaucoma Units point of contact for Trust issues including Emergency Preparedness * Responsible for the development of the Business Continuity Plan and Emergency Preparedness plan for the Glaucoma unit. * Contributes to the development of the Business Continuity Plan and Emergency Preparedness plan for the wider Ophthalmology team. * Responsible for the interpretation and implementation of Trust policies relating to the safety of patients and staff on the unit including, but not exclusively, Fire Response, Safe Guarding, Depravation of Liberty. * Responds to untoward circumstances for the good of the patients and Trust core values * Is responsible for taking proactive decisions relating to where resources need to be deployed, acts as the Units highest tier of management. * Works with senior management tiers to maintain services and ensure staff safety. * Enacts incident plans in response to Trust; Weather, unusual circumstances * Works within the NMC Code. * Is aware of own accountability and limitations | | |
| **OTHER RESPONSIBILITIES** | | |
| * Takes part in regular performance appraisal. * Undertakes any training required in order to maintain competency including mandatory training, e.g. Manual Handling * To contribute to and work within a safe working environment * The post holder is expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection * As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust’s disciplinary policy) up to and including dismissal. | | |
| **APPLICABLE TO MANAGERS ONLY** | | |
| * Thispost has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check. | | |
| **THE TRUST- VISION AND VALUES** | | |
| Our vision is to provide safe, high quality seamless services delivered with courtesy and respect. To achieve our vision we expect all our staff to uphold our Trust values. Our Trust values are:   * Honesty, Openness & Integrity * Fairness, * Inclusion & Collaboration * Respect & Dignity   We recruit competent staff that we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will pay staff fairly and recognise the whole staff’s commitment to meeting the needs of our patients.  We are committed to equal opportunity for all and encourage flexible working arrangements including job sharing.  We are committed to recruiting and supporting a diverse workforce and welcome applications from all sections of the community, regardless of age, disability, gender, race, religion, sexual orientation, maternity/pregnancy, marriage/civil partnership or transgender status. We expect all staff to behave in a way which recognises and respects this diversity, in line with the appropriate standards. | | |
| **GENERAL** | | |
| This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the Manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.  The RD&E is a totally smoke-free Trust. Smoking is not permitted anywhere on Trust property, including all buildings, grounds and car parks. For help to quit call: 01392 207462. | | |
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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING**  Registered Nurse or Optometrist  Bachelors degree in nursing or health related subject or equivalent academic experience  Specialist post graduate diploma or equivalent courses to Masters level equivalent  Independent/supplementary prescribing qualification  Teaching and mentoring qualification or equivalent experience  Leadership/management qualification or equivalent experience | E  E  D  E  D  E | E  E  E  E  E  E |
| **KNOWLEDGE/SKILLS**  Excellent verbal and written communication skills with particular ability to liaise effectively with multidisciplinary team members  Ability to manage own case/workload  Ability to lead and manage other colleagues  Ability to review the performance and development of other colleagues  Ability to lead and co-ordinate research and audit activity  Ability to implement changes to practice successfully  Innovative, able to problem solve and make decisions from a broad range of complex options  Highly effective interpersonal, communication and people management skills when dealing with highly complex, sensitive or contentious information.  Ability to manage own time and meet deadlines.  Computer literacy | E  E  E  E  E  E  E  E  E  E | E  E  E  E  E  E  E  E  E  E |
| **EXPERIENCE**  5 years relevant post registration experience as a specialist/advanced nurse or optometrist  Experience of teaching in practice or formal lecturing  Experience in demand and capacity planning  Experience of financial management | E  E  D  D |  |
| **PERSONAL ATTRIBUTES**  Able to work as a team member  Highly motivated and enthusiastic  Takes responsibility for own professional development  Smart professional appearance  Up to date personal profile  Remain calm in stressful situations  Ability to work as part of a multi-disciplinary team  High level of self-awareness and openness to self-improvement  Awareness of diversity and equality issues within the NHS | E  E  E  E  E  E  E  E  E | E  E  E  E  E  E  E  E  E |
| **OTHER REQUIRMENTS**  Hold a drivers licence / Willing to travel to community hospitals  Willingness to use technology to improve standards of care and support to our patients  Flexible to the requirements of the role | E  E  E | E  E  E |

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|  | | **FREQUENCY**  **(Rare/ Occasional/ Moderate/ Frequent)** | | | |
| **WORKING CONDITIONS/HAZARDS** | | **R** | **O** | **M** | **F** |
|  | | | | | |
| **Hazards/ Risks requiring Immunisation Screening** | |  |  |  |  |
| Laboratory specimens | Y/N | X |  |  |  |
| Contact with patients | Y/N |  |  |  |  |
| Exposure Prone Procedures | Y/N | X |  |  |  |
| Blood/body fluids | Y/N |  | X |  |  |
| Laboratory specimens | Y/N | X |  |  |  |
|  | | | | | |
| **Hazard/Risks requiring Respiratory Health Surveillance** |  |  |  |  |  |
|  | | | | | |
| Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate) | Y/N | X |  |  |  |
| Respiratory sensitisers (e.g isocyanates) | Y/N | X |  |  |  |
| Chlorine based cleaning solutions  (e.g. Chlorclean, Actichlor, Tristel) | Y/N |  |  |  | XX |
| Animals | Y/N |  | X |  |  |
| Cytotoxic drugs | Y/N | X |  |  |  |
|  | |  |  |  |  |
| **Risks requiring Other Health Surveillance** | |  |  |  |  |
| Radiation (>6mSv) | N |  |  |  |  |
| Laser (Class 3R, 3B, 4) | Y/N | X |  |  |  |
| Dusty environment (>4mg/m3) | Y/N | X |  |  |  |
| Noise (over 80dBA) | Y/N | X |  |  |  |
| Hand held vibration tools (=>2.5 m/s2) | Y/N | X |  |  |  |
|  | | | | | |
| **Other General Hazards/ Risks** | |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  | X |
| Heavy manual handling (>10kg) | Y |  |  | X |  |
| Driving | Y |  |  | X |  |
| Food handling | N |  |  |  |  |
| Night working | N |  |  |  |  |
| Electrical work | Y/N |  |  |  |  |
| Physical Effort | Y/N |  |  |  | X |
| Mental Effort | Y/N |  |  |  | X |
| Emotional Effort | Y/N |  |  |  | X |
| Working in isolation | Y |  |  |  | X |
| Challenging behaviour | Y |  |  | X |  |

**COMPETENCY REQUIREMENTS**

To be completed for all new positions

Please tick which of these essential learning s is applicable to this role

(**NB** those that are mandatory for all staff with no variation on frequency are pre-populated with a tick)

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Safeguarding Children | Group 1 | | 🞏 | Blood Transfusion | BDS18 collection | | 🞏 | Consent Training | 🗹 |
|  | Group 2 | | 🗹 |  | BDS 19 & 20  Preparing & Administering | | 🞏 | VTE Training | 🞏 |
|  | Group 3 | | 🞏 |  | BDS 17 Receipting | | 🞏 | Record management and the nhs code of practice | 🗹 |
|  | Group 4 | | 🞏 |  | Obtaining a blood sample for transfusion | | 🞏 | The importance of good clinical record keeping | 🗹 |
|  |
|  | Group 5 | | 🞏 |  | Annual Update | | 🞏 | Antimicrobial Prudent Prescribing | 🞏 |
|  | Group 6 | | 🞏 |  |  | |  | Control & Restraint Annual | 🞏 |
| Not mapped this one |  | | 🞏 | Safeguarding Adults Awareness | Clinical Staff | | 🗹 | Mental Capacity/DOL’s | 🗹 |
|  | Group 8 | | 🞏 | Non Clinical Staff | | 🞏 |  |  |
| Manual Handling – Two Year | | | 🗹 | Falls, slips, trips & falls | Patients | | 🗹 |  |  |
| Equality & Diversity – One-Off requirement | | | 🗹 |  | Staff/Others | | 🗹 |  |  |
| Fire | | Annual | 🗹 | Investigations of incidents, complaints and claims | | | 🗹 |  |  |
|  | | Two Yearly | 🞏 | Conflict Resolution – 3 yearly | | | 🗹 |  |  |
| Infection Control/Hand Hygiene | | Annual requirement | 🗹 | Waterlow | | | 🞏 |  |  |
|  | | One-Off requirement | 🞏 | PUCLAS | | | 🞏 |  |  |
| Information Governance | | | 🗹 | Clinical Waste Management | | Application principles for clinical staff | 🗹 |  |
| Harassment & Bullying (Self Declaration – One off requirement) | | | 🗹 | Application principles for housekeeping | 🞏 |  |  |
|  | | |  | Application principles for portering and waste | 🞏 |  |  |

**APPENDIX 22**

**STRUCTURE CHANGE JUSTIFICATION FORM FOR RE-BANDING**

|  |  |
| --- | --- |
| Division/Directorate & Specialty: | Surgical Division Ophthalmology |
| Line Manager's Name: | Kathy Huxham |
| Approved structure: |  |
| Revision to structure being proposed: |  |

**Please include current and proposed structure charts for this change, including management structure and supporting staff structure below.**

|  |  |  |
| --- | --- | --- |
| How does this re-banding compare or contrast with other structures that have been implemented across the Trust, give rationale for any changes: | | |
| This structure is replicated in Cancer services, with the development of Band 8A lead specialist cancer nurses.  The growth in Ophthalmology has led to the need for an investment in specialist leadership in sub specialty areas.  The members of staff need to provide autonomous practice to help in managing the demand, as well as to lead on the development of services in their sub specialism. | | |
| Explain the service needs for the re-banding | | |
| The Service has grown to the point where Band 8 Clinical Leadership is required in each practitioner sub specialty stream in Ophthalmology. This work load is no longer manageable for one Band 8A. The Leaders require specialist knowledge and skills in each sub specialty in order to plan and manage the service and service delivery as well as to ensure all appropriate governance is in place to support staff and patients. They will be responsible for their sub-speciality across the Trust and in other geographical locations, other than WEEU Wonford. The practitioner teams will each need to continue to expand with growth in Ophthalmology expected to increase incrementally by 3% per annum. | | |
| Explain why this re-banding is required | | |
| In order to meet the needs of the service, as above, which can’t be delivered within the current structure. | | |
| Explain how this re-banding will improve the structure and add value: | | |
| Given the size of the service and it’s projected growth it is not reasonable for one Band 8 A to manage 3 sub specialties. The added value delivered will be   * Strategic planning for Specialist Practitioner services – essential in areas of expected significant growth * Workforce planning in the development of practitioner teams to deliver growth in activity * Focus on improving patient pathways – streamlining, introducing modern smarter technics * Increase in capacity for advanced practitioner activity | | |
| Have any other options been considered? If so what? | | |
| 1. Make no changes    1. This will limit team development and the development of services on other sites, which are needed in order to find solutions to meet growing demand. 2. Add more Band 7 Advanced practitioners.    1. This could provide more service activity but not the strategic leadership needed for the services    2. This would require funding 3. Suggested structure of 8As and additional Band 7s    1. This would provide more service activity as well as the strategic leadership and advanced practice needed    2. This would provide succession planning    3. This would need to be funded | | |
| Describe impact if this job is not re-banded: | | |
| This will severely limit the ability to progress the service developments needed to meet growth in demand, as described above. | | |
| Any other information to support this application: | | |
| This is the start of a new structure in a re-structuring of the service to meet current and expected growth. Further financial support will be required to complete the re-structure. This will be sought via budget setting | | |
| Manager’s Signature: | Print Name: | Date: |
|  | Kathy Huxham |  |
| Divisional Director Signature: | Print Name: | Date: |
|  | Nicola DuGay |  |
| Chief Operating Officer Signature: | Print Name: | Date: |
|  |  |  |