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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	15 July 2019	Agenda Item	2a.
Report Title	Raising Concerns Report		
Report Author	Julie Lloyd, Staff Experience & OD Manager		
Report Sponsor	Hazel Robinson, Director of Workforce & OD		
Presented by	Hazel Robinson, Director of Workforce & OD		
Freedom of Information	Open		
Purpose of the Report	To provide assurance to the Audit Committee that feedback from staff and staff survey results relating to bullying have been listened to and to inform of the actions taken to commission an independent confidential, safe and effective process for staff to raise concerns via The Guardian Service Ltd.		
Key Issues	<p>NHS Wales Staff Survey Results 2018 highlighted the need to focus on addressing bullying within the Health Board. Subsequent blogs issued by the Chief Executive and Director of Workforce & OD resulted in numerous comments from staff around the need to take action, enabling staff to speak up in a confidential way and the importance of resolution.</p> <p>The 'Procedure for NHS Staff to Raise Concerns' is an all Wales procedure adopted by the Health Board Partnership Forum in January 2018. Within the Health Board, staff could raise concerns via the following email address, but there was no infrastructure in place to monitor, respond or support staff (abm.raisingconcerns@wales.nhs.uk). This created risk to staff, patients and the organisation and was not a sustainable solution.</p> <p>The Director of Workforce & OD has kept staff up to date through regular intranet blogs on how our thinking was developing in responding to concerns around bullying. This resulted in useful data which shaped and informed the organisation's thinking about what was important to staff. In listening to staff feedback, important features of a raising concerns service included impartiality, independence, accessibility and responsiveness. With only 22% of Staff Survey respondents in the Health Board believing that the organisation would take action, the Executive Team have</p>		

	<p>been fully committed to taking decisive and timely action to support staff and act on their feedback.</p> <p>We sought experience and best practice in NHS England where Freedom to Speak up is mandated. This enabled us to design the service specification and test the market for a provider via the tender process. In response to the tender submission process, a multi-disciplinary panel, including Board trade union representation, awarded the contract to The Guardian Service Ltd. The contract was awarded for one year and the service was launched on 13th May 2019 for Bae Abertawe / Swansea Bay Health Board.</p>			
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Acknowledge the action that has been taken to listen and respond to staff's feedback in relation to bullying through commissioning and launching The Guardian Service • Acknowledge the contacts that have been received by The Guardian Service from Swansea Bay Health Board Staff since its launch 			

RAISING CONCERNS REPORT

1. INTRODUCTION

This report aims to provide assurance to the Audit Committee that feedback from staff and staff survey results relating to bullying have been listened to and to inform of the actions taken to commission an independent confidential, safe and effective process for staff to raise concerns via The Guardian Service Ltd, which was launched on 13th May 2019.

2. BACKGROUND

The NHS Wales Staff Survey 2018 results highlighted the need to focus on addressing bullying within the Health Board, with 20% of respondents confirming that they have experienced harassment, bullying or abuse at work from their manager/team leader or other colleagues (an increase of 4% since 2016). Whilst this increase was reported across NHS Wales, the Health Board reported higher than the national overall score of 18%. Reviewing the qualitative comments that accompanied the staff survey results, of 959 comments and feedback provided in the free-text section, 59 (6% of the overall qualitative data) referred specifically to the term 'bullying' at work from manager/team leader or colleagues.

Subsequent blogs issued by the Chief Executive and Director of Workforce & OD resulted in numerous comments from staff around the need to take action which will enable staff to speak up in a confidential way and the importance of resolution. The Director of Workforce & OD has kept staff up to date through regular intranet blogs on how our thinking was developing in responding to concerns around bullying. This resulted in useful data which shaped and informed the organisation's thinking about what was important to staff. In listening to staff feedback, important features of a raising concerns service included impartiality, independence, accessibility and responsiveness. With only 22% of Staff Survey respondents in the Health Board believing that the organisation would take action, the Executive Team have been fully committed to taking decisive and timely action to support staff and act on their feedback.

The 'Procedure for NHS Staff to Raise Concerns' is an all Wales procedure adopted by the Health Board Partnership Forum in January 2018. Within the Health Board, staff could raise concerns via the following email address, but there was no infrastructure in place to monitor, respond or support staff (abm.raisingconcerns@wales.nhs.uk). This created risk to staff, patients and the organisation and was not a sustainable solution. In November 2018, The Staff Experience & OD Manager for the Health Board became responsible for monitoring the inbox and between November 2018 and May 2019, 5 contacts were received. Of those contacts 2 agreed to meet to discuss their concerns, which were subsequently resolved/closed, 1 was transferred to the Patient Feedback Team and 2 did not respond when the offer of meeting/calling to discuss was provided.

We sought experience and best practice in NHS England where **Freedom to Speak up** is mandated. This enabled us to design the service specification and test the market for a provider via the tender process. In response to the tender submission process, a multi-disciplinary panel, including Board trade union representation, awarded the contract to **The Guardian Service Ltd**. The contract was awarded for one year and the service was launched on **13th May 2019** for Bae Abertawe / Swansea Bay Health Board.

The Guardian Service Ltd provides independent, confidential and non-judgmental support to staff raising concerns and focuses on working with both individuals and the organisation to reach a resolution. This can be in relation to any worry or risk in the workplace, including patient safety. Founded in 2013 in response to Francis, the Guardian Service Ltd works closely with the National Guardian Office (NHS England) and are currently working with 70,000 staff across organisations in NHS England including; Devon Partnership NHS Trust, Barts Health NHS Trust and University College London Hospitals. The service model in Bae Abertawe / Swansea Bay will operate on 24/7, 365 day per year basis, approached initially via telephone, but offering all callers face to face contact at a venue suitable to the them. The service does not replace existing processes and will not intervene where there is an existing investigation on-going or the staff member is going through an existing policy/procedure i.e. grievance, capability.

Sample User Feedback:

“The Guardian Service was set up at UCLH as part of a Trust wide programme to improve staff experience and respond to our staff survey results. The service has complemented our existing staff support channels by providing staff with an additional avenue for obtaining information and emotional support in a strictly confidential, non-judgemental manner. June-Anne Murray, our appointed Guardian, has consistently dealt with matters professionally and sensitively and we have been impressed by the way she has worked alongside us to highlight and address staff concerns.”

Liz O'Hara, Deputy Director of Workforce, University College London Hospitals NHS Foundation Trust

2.2 Action to Date

Since the tendering and procurement process was completed in February 2019, the following actions have been taken:

- Commissioning and launch of the service undertaken by Staff Experience & OD Manager in partnership with The Guardian Service Ltd.
- Dr Simon MacRory, Director of The Guardian Service, delivered presentations to Partnership Forum and Senior Leadership Team and the service was welcomed.

- Meetings have been held between The Guardian Service and key stakeholders including Tracy Myhill as Executive Sponsor and Emma Woollett as Non-Executive Sponsor, Senior HR Managers, Communications Team, Staff Experience Team, Wellbeing Team, Patient Feedback Team, Volunteer Service Manager, Education Leads for Trainee Doctors. This engagement will continue over forthcoming weeks and months to provide clarity on the service, how it operates and the escalation process.
- The Guardian Service appointed two dedicated independent Guardians for Swansea Bay University Health Board and the Guardians commenced in post after their induction in April 2019.
- During April 2019 extensive engagement took place involving all service delivery units across the Health board to promote the service. Seven presentations were delivered to Unit Senior Leadership Teams and Nurse Leaders across all main Hospital Sites and Baglan HQ. These were undertaken in partnership with the Staff Experience and OD Manager and The Guardian Service.
- A comprehensive communications strategy was implemented as part of the launch, which is still on-going. Communication actions have included the publication of an intranet bulletin and FAQ document, development of an internet page for staff to access externally, promotion via screen savers across all PCs (since the launch of the service and still continues), presentations from The Guardians at all Unit team briefs, awareness stands for the Guardians on all main hospital sites, A3 Clinically Coated posters displayed in staff areas of all key sites, presentations to new starters as part of Values Led Induction and attendance at local team meetings/forums on request.
- The service was launched for the Health Board on 13th May 2019
- Dates for communication and awareness raising with the Guardians have been arranged up until December 2019 including four presentations to Wellbeing Champions and Chaplaincy Services to assist sign posting and awareness raising with information stands at all sites during Wellbeing Week.
- Monthly monitoring and reporting meetings have been arranged for the full term of the contract between the Guardians, Staff Experience & OD Manager and Director of Workforce & OD. The reports will remain confidential, however will detail the number of contacts broken down into Unit and Staff Group and the nature of the concern. The first report meeting will be held on 3rd July 2019. See Appendix 1 for a copy of the first Guardian Service reports for May and June 2019.
- Since the launch of the service, the Guardians have received 9 contacts, plus 2 from outside of the Health Board (1 Cwm Taf and 1 Powys). See outline table below.

Unit	Staff Group	Month
NPTH	Admin & Clerical	May 2019

Singleton	Admin & Clerical	May 2019
Primary & Community	Allied Health Professional	June 2019
Singleton	Medical	June 2019
Primary & Community	Nursing & Midwifery	June 2019
NPTH	Admin & Clerical	June 2019
NPTH	Admin & Clerical	June 2019
Morrison	Additional Clinical Services	June 2019
Morrison	Estates and Ancillary	June 2019

Including the 5 contacts received by the Staff Experience and OD Manager between November and May, this equates to 14 contacts/concerns in the last 6 months.

3. GOVERNANCE AND RISK ISSUES

The following are some of the risks associated with commissioning and launching The Guardian Service:

- At this stage, it is still too early to know what the exact up-take for The Guardian Service will be.
- As we are the first Health Board in Wales to take forward the service, we can only refer to colleagues and Trusts in England that have taken it forward and use it to learn lessons as we test and trial the service.
- There is still the need to manage perception around the service and educate managers and staff about the service to be clear that this is an additional avenue for staff to reach out in confidence and that it does not replace manager's managing staff, trade union support, HR processes or wellbeing support available.

4. RECOMMENDATION

Members are asked to:

- Acknowledge the action that has been taken to listen and respond to staff feedback in relation to bullying through commissioning and launching The Guardian Service
- Acknowledge the contacts that have been received by The Guardian Service from Swansea Bay Health Board Staff since its launch

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
<p>There is significant research which confirms that a positive staff experience in Health Care links to positive outcomes and experience for our patients. Staff being able to raise concerns in a confidential and safe way is an important part of enabling staff to feel happy and engaged in work and will help us to keep improving our services to patients and the working environment for our staff.</p> <p>The previous Raising concerns process with no dedicated pathway or infrastructure to support staff creates risk to staff, patients and the wider organisation.</p>		
Legal Implications (including equality and diversity assessment)		
<p>It is important to consider the internal policies and the legislation which are linked to the provision of a confidential, safe and effective pathway and process for staff to raise concerns.</p> <p>Internal policies include but are not limited to –</p> <ul style="list-style-type: none"> -Grievance Policy -Disciplinary Policy -Dignity at Work Policy -Raising Concerns Policy <p>Public Interest Disclosure Act 1998</p> <p>If workers bring information about a wrongdoing to the attention of their employers or a relevant organisation, they are protected in certain circumstances under the Public Interest Disclosure Act 1998. This is commonly referred to as 'blowing the whistle'. The law that protects whistle-blowers is for the public interest - so people can speak out if they find malpractice in an organisation. Blowing the whistle is more formally known as 'making a disclosure in the public interest'.</p>		

Legal implications of not taking action to ensure that there is provision of a confidential, safe and effective pathway and process for staff to raise concerns may include:

- Tribunals
- Fines

In determining the most appropriate model for the Health Board, a key equality consideration was accessibility of the service. A range of access methods (telephone & face to face, 24/7 365 service) have been secured through our external partner to ensure that the service does not negatively impact on different protected characteristic groups (e.g. part time staff/ those who work shifts – more likely to be women), those with accessibility needs (disability, welsh language), access to technology (age, disability.)

Staffing Implications

Consideration continues to need to be given for the time and resource required for roll-out of the Guardian service and continued education and collaboration with stakeholders i.e. Union representatives, HR, Staff Experience Team, Wellbeing, Communications, Patient Feedback Team and PALS, Executive and Non-Executive Lead.

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)

The paper impacts on the Well-being of Future Generations (Wales) Act 2015 as it will impact on the long-term culture and behaviours of the organisation and its staff now and in the future. It aims to support staff, through working together to improve staff wellbeing and improve the quality of patient care and outcomes through early intervention and nipping concerns in the bud before they escalate.

Report History

- Presented to Partnership Forum, 18th March 2019 - Addressing concerns around bullying in ABMU – Freedom to Speak up Service & ACAS Training
- Presented to Executive Team, 3rd April 2019 - Enhanced Raising Concerns – Appointment of The Guardian Service Ltd

Appendices

Appendix 1 – First Guardian Service Reports for May and June 2019



SBU May 19.pdf



SBU June 19.pdf



One-Month Review May

Report for: SBU
Prepared by: June-Anne Murray
Date: 30/05/2019



The Guardian Service

Month: May

Visits

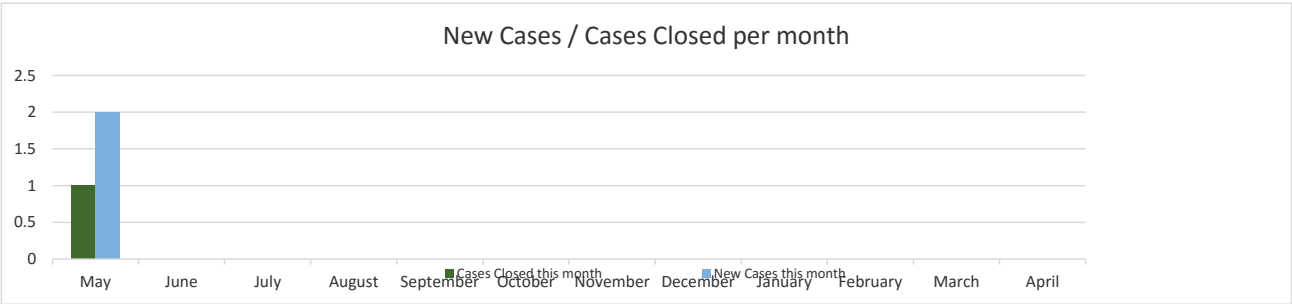
This Month	Number of case related visits	
This Month	Number of Promotion / Communication Visits	11
Year to date	Number of case related visits	
Year to date	Number of Promotion / Communication Visits	11

Cases

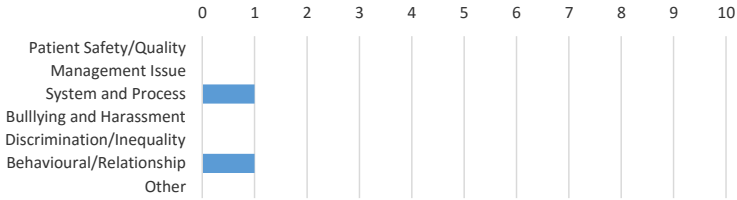
This Month	Number of new cases	2
This Month	Number of Cases Closed	1
Year to date	Total Number of Cases	2
Year to date	Number of Cases Open	1
Year to date	Number of Cases Closed	1

Contact

This month	Email	4
	Telephone	8
	Face to face	
This Year	Email	4
	Telephone	8
	Face to face	



Case Themes - Running Total



Themes

This Month	Patient Safety/Quality	
	Management Issue	
	System and Process	1
	Bullying and Harassment	
	Discrimination/Inequality	
	Behavioural/Relationship	1
	Other	

Outcomes

This Month	Written/Verbal Outcome	
	Ongoing	1
	Chose not to pursue	1

No. of cases to date



The Guardian Service





Month: May

Case Status by Themes

[illegible]

Totals

Current open cases

	No. of Cases =	<input type="text"/>
	No. of Cases =	<input type="text" value="1"/>
	No. of Cases =	<input type="text"/>
	No. of Cases =	<input type="text"/>

The Guardian Service

Month: May

Case Status by Role

Case Number	Start Month	Status		Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered	Students
		Open	Closed									
SB1	May	x				1						
SB2	May		x			1						
Totals		1	1			2						

The Guardian Service

Month: May

Case Outcomes

Case Outcomes				Written / Verbal Outcome	Ongoing	Chose not to pursue
Case Number	Start Month	Status				
		Open	Closed			
SB1	May	x			1	
SB2	May		x			1
Totals		1	1		1	1

Why Use the Guardian Service? (Year to Date)

Reason	No.	%
Fear of damage to career		
Fear of losing job		
Fear of reprisal	2	100%
Believe they will not be listened to		
Believe the organisation will not take action		
Have raised the concern before but have , not been listened to / nothing has been done		
Totals	2	100%

Confidentiality - Year to Date

	No.	%
Keep it Confidential with Guardian Service remit	1	50%
Permission to escalate with names		
Permission to escalate anonymously	1	50%
Totals	2	100%

The Guardian Service

Month: May

Outcomes and Actions By Case

[illegible]

Totals

1	1
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The Guardian Service

Month: May

Cases by Directorate - Current Month and Cumulative Totals

	May	Year To Date
Morrison Delivery Unit		
Singleton Delivery Unit	1	1
Neath Port Talbot Delivery Unit	1	1
Primary & Community Services Delivery Unit		
Mental Health & Learning Disabilities Delivery Unit		
Workforce & OD		
Finance		
Informatics		
Director of Corporate Governance		
Director of Strategy		
Estates & Facilities		
Medical Directors Department		
Corporate Nursing Department		

The Guardian Service

Appendix Job Groups

Month: May

Additional Prof., Scientific and Technical

Chaplain
Clinical Psychologist
Optometrist
Pharmacist
Practitioner
Psychotherapist
Social Worker
Technician

Additional Clinical Services

Apprentice
Assistant/Associate Practitioner
Counsellor
Health Care Support Worker
Healthcare Assistant
Healthcare Science Assistant
Healthcare Science Associate
Helper/Assistant
Nursery Nurse
Phlebotomist
Play Specialist
Pre-reg Pharmacist
Psychological Wellbeing Practitioner - Qualified
Student Technician
Technical Instructor
Technician
Trainee Healthcare Scientist
Trainee Scientist

Estates and Ancillary

Driver
Support Worker

Allied Health Professionals

Chiropodist/Podiatrist Consultant
Dietitian
Multi Therapist
Occupational Therapist
Orthoptist
Physiotherapist
Physiotherapist Manager
Radiographer - Diagnostic
Radiographer - Diagnostic, Manager
Radiographer - Therapeutic
Speech and Language Therapist

Medical and Dental

Associate Specialist (Closed)
Clinical Assistant
Consultant
Foundation Year 1
Foundation Year 2
Senior House Officer (Closed)
Specialist Registrar (Closed)
Specialty Doctor
Specialty Registrar
Staff Grade (Closed)
Trust Grade Doctor - Career Grade level
Trust Grade Doctor - SHO Level (Closed)
Trust Grade Doctor - Specialty Registrar

Students

Student Midwife
Student Nurse - Adult Branch
Student Nurse - Child Branch

Nursing and Midwifery Registered

Midwife
Midwife - Consultant
Midwife - Manager
Midwife - Specialist Practitioner
Modern Matron
Nurse Manager
Sister/Charge Nurse
Specialist Nurse Practitioner
Staff Nurse

Administrative and Clerical

Accountant
Adviser
Apprentice
Board Level Director
Chair
Chief Executive
Clerical Worker
Manager
Medical Secretary
Non Executive Director
Officer
Receptionist
Researcher
Secretary
Senior Manager
Technician

Healthcare Scientists

Biomedical Scientist (Closed)
Consultant Healthcare Scientist
Healthcare Science Practitioner
Healthcare Scientist



THE GUARDIAN SERVICE
PROTECTING YOUR CONFIDENTIALITY ADVOCATING PATIENT CARE
RAISING PROFESSIONAL STANDARDS

One-Month Review June

Report for: SBU
Prepared by: June-Anne Murray
Date: 30/06/2019

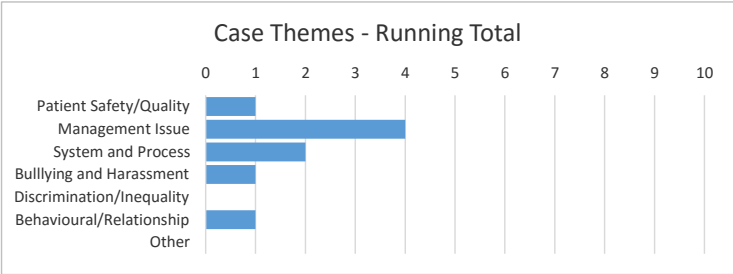


The Guardian Service

Month: June

Visits

This Month	Number of case related visits	2
This Month	Number of Promotion / Communication Visits	10
Year to date	Number of case related visits	2
Year to date	Number of Promotion / Communication Visits	21



Cases

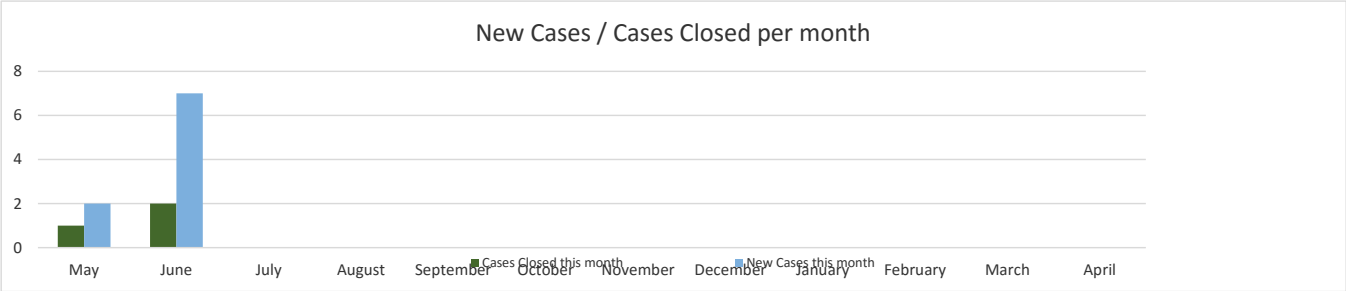
This Month	Number of new cases	7
This Month	Number of Cases Closed	2
Year to date	Total Number of Cases	9
Year to date	Number of Cases Open	6
Year to date	Number of Cases Closed	3

Contact

This month	Email	12
	Telephone	8
	Face to face	2
This Year	Email	16
	Telephone	16
	Face to face	2

Themes

This Month	Patient Safety/Quality	1
	Management Issue	4
	System and Process	1
	Bullying and Harassment	1
	Discrimination/Inequality	
	Behavioural/Relationship	
	Other	



Outcomes

This Month	Written/Verbal Outcome	
	Ongoing	6
	Chose not to pursue	1

No. of Cases to date





The Guardian Service

Month: June

Case Status by Themes

Case Number	Start Month	Status		Patient Safety/Quality	Management Issue	System and Process	Bullying and Harassment	Discrimination/ Inequality	Behavioural/ Responsibility	Other	"Other" Description
		Open	Closed								
SB1	May		x			1					
SB2	May		x						1		
SB3	June		x		1						
SB4	June	x		1							
SB5	June	x					1				
SB6	June	x			1						
SB7	June	x				1					
SB8	June	x			1						
SB9	June	x			1						
Totals		6	3	1	4	2	1		1		

Current Open Cases

No. of Cases =

No. of Cases =

No. of Cases =

No. of Cases =

The Guardian Service

Month: June

Case Status by Role

Case Number	Start Month	Status		Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered	Students
		Open	Closed									
SB1	May		x			1						
SB2	May		x			1						
SB3	June		x			1						
SB4	June	x				1						
SB5	June	x								1		
SB6	June	x			1							
SB7	June	x										
SB8	June	x						1				
SB9	June	x									1	
Totals		6	3		1	4		1		1	1	

Comments

One staff member did not wish to confirm their role.

The Guardian Service

Month: June

Case Outcomes

Case Number	Start Month	Status		Written / Verbal Outcome	Ongoing	Chose not to pursue
		Open	Closed			
SB1	May		x	1		
SB2	May		x			1
SB3	June		x			1
SB4	June	x			1	
SB5	June	x			1	
SB6	June	x			1	
SB7	June	x			1	
SB8	June	x			1	
SB9	June	x			1	
Totals		6	3	1	6	2

Why Use the Guardian Service? (Year to Date)

Reason	No.	%
Fear of damage to career	3	33%
Fear of losing job		
Fear of reprisal	4	44%
Believe they will not be listened to		
Believe the organisation will not take action	2	22%
Have raised the concern before but have , not been listened to / nothing has been done		

Totals

9	100%
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Confidentiality - Year to Date

	No.	%
Keep it Confidential with Guardian Service remit	8	89%
Permission to escalate with names		
Permission to escalate anonymously	1	11%

Totals

9	100%
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The Guardian Service

Month: June

Outcomes and Actions By Case

Case Number	Start Month	Status		(Date)	Escalation (To Whom)	Org. Response Time (Days)	Action Taken	Outcomes
		Open	Closed					
SB1	May		x	22/05/19	Information Governance Manager	same day	Spoke to manager regarding concern raised	Feedback given to staff member
SB2	May		x					Chose not to pursue
SB3	June		x					Chose not to pursue
SB4	June	x						
SB5	June	x						
SB6	June	x						
SB7	June	x						
SB8	June	x						
SB9	June	x						

Totals

6	3
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The Guardian Service

Month: June

Cases by Directorate - Current Month and Cumulative Totals

	June	Year To Date
Morrison Delivery Unit	2	2
Singleton Delivery Unit	1	2
Neath Port Talbot Delivery Unit	3	4
Primary & Community Services Delivery Unit	1	1
Mental Health & Learning Disabilities Delivery Unit		
Workforce & OD		
Finance		
Informatics		
Director of Corporate Governance		
Director of Strategy		
Informatics		
Director of Corporate Governance		
Director of Strategy		

The Guardian Service

Appendix Job Groups

Month: June

Additional Prof., Scientific and Technical

Chaplain
Clinical Psychologist
Optometrist
Pharmacist
Practitioner
Psychotherapist
Social Worker
Technician

Additional Clinical Services

Apprentice
Assistant/Associate Practitioner
Counsellor
Health Care Support Worker
Healthcare Assistant
Healthcare Science Assistant
Healthcare Science Associate
Helper/Assistant
Nursery Nurse
Phlebotomist
Play Specialist
Pre-reg Pharmacist
Psychological Wellbeing Practitioner - Qualified
Student Technician
Technical Instructor
Technician
Trainee Healthcare Scientist
Trainee Scientist

Estates and Ancillary

Driver
Support Worker

Allied Health Professionals

Chiropodist/Podiatrist Consultant
Dietitian
Multi Therapist
Occupational Therapist
Orthoptist
Physiotherapist
Physiotherapist Manager
Radiographer - Diagnostic
Radiographer - Diagnostic, Manager
Radiographer - Therapeutic
Speech and Language Therapist

Medical and Dental

Associate Specialist (Closed)
Clinical Assistant
Consultant
Foundation Year 1
Foundation Year 2
Senior House Officer (Closed)
Specialist Registrar (Closed)
Specialty Doctor
Specialty Registrar
Staff Grade (Closed)
Trust Grade Doctor - Career Grade level
Trust Grade Doctor - SHO Level (Closed)
Trust Grade Doctor - Specialty Registrar

Students

Student Midwife
Student Nurse - Adult Branch
Student Nurse - Child Branch

Nursing and Midwifery Registered

Midwife
Midwife - Consultant
Midwife - Manager
Midwife - Specialist Practitioner
Modern Matron
Nurse Manager
Sister/Charge Nurse
Specialist Nurse Practitioner
Staff Nurse

Administrative and Clerical

Accountant
Adviser
Apprentice
Board Level Director
Chair
Chief Executive
Clerical Worker
Manager
Medical Secretary
Non Executive Director
Officer
Receptionist
Researcher
Secretary
Senior Manager
Technician

Healthcare Scientists

Biomedical Scientist (Closed)
Consultant Healthcare Scientist
Healthcare Science Practitioner
Healthcare Scientist