



Portsmouth Hospitals University

NHS Trust



Chief Nurse

CANDIDATE INFORMATION PACK DECEMBER 2024



Welcome

Thank you for your interest in joining Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU), and for taking the time to read this information pack.

You will join us at a pivotal moment in our development. IWT and PHU first formed a strategic partnership in 2019 to support the delivery of clinically and financially sustainable services on the Isle of Wight. In 2023 the two Trusts deepened the partnership, appointing a single Chief Executive and a single Executive team. We are ambitious and optimistic about the future, working together with a shared vision to deliver excellence in care for our patients and communities.

Isle of Wight NHS Trust provides NHS services to the 142,000 people living on the Island. Delivering both acute and ambulance services brings significant opportunities to integrate care delivery. The population of the Isle of Wight is much older and often managing more long-term health conditions than elsewhere in the country. Projections suggest that by 2041, 70% of adults living on the Island will be aged 65+ (compared to 45% in Hampshire).

As well as driving the health needs of the population this also means that the proportion of adults of working age is much smaller than that in Hampshire or the rest of England, with implications for workforce planning and recruitment strategies.

Portsmouth Hospitals University NHS Trust has a well-earned reputation for clinical excellence in many areas. We are recognised as a major acute hospital and are a designated cancer centre, serving a population of approximately 800,000 within southern Hampshire as part of the Central and South Coast Cancer Network.

We are proud of our strong military links and host the largest of the UK's four military hospital units, Joint Hospital Group (South). Portsmouth has the second highest population density of veterans in the UK and was one of the first hospitals to be awarded Veteran Aware status.

This is a fantastic opportunity for a senior leader to join our Trusts and have a big impact at a time of change and development. If you are excited by this challenge and think you have the skills and expertise to succeed, we would be delighted to hear from you.

Further information about the Trust and latest reports are available via our website **www.porthosp. nhs.uk**/

To learn more about this exciting role please contact our recruitment partners Hunter Healthcare. If you would like a confidential discussion about the role contact FinnMcNulty at **fmcnulty@hunter-healthcare.com** or 07966 006091.

Penny Emerit

Chief Executive Portsmouth Hospitals University NHS Trust

About the Trusts

Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU) provide NHS care for a population of 800,000 people in Portsmouth, South East Hampshire and on the Isle of Wight. Our 11,000 staff operate from two main sites: Queen Alexandra Hospital in Portsmouth and St Mary's Hospital in Newport, Isle of Wight. Both Trusts are rated 'Good' by the CQC.

IWT provides Acute and Ambulance services to the Isle of Wight population of 142,000 people. The acute and ambulance services have a workforce of 2700 people, approximately 280 beds and a turnover of £203m.

Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust first formed a strategic partnership in 2019 and appointed single chair in 2020 to support IWT to deliver sustainable services and to provide the scale and critical mass needed to overcome the challenges of providing acute care to the small, physically remote island population.

In 2023 the two Trusts deepened the partnership further, appointing a single CEO and executive team to work closely together to deliver excellence in care for our patients and communities. Each Trust is a statutory organisation, but with aligned governance arrangements and operating through Boards and Committees in-common.

Portsmouth Hospitals provides secondary care and specialist services to a local population of approximately 675,000 people across Portsmouth and South-East Hampshire and some tertiary services to a wider catchment area in excess of two million people.

The Trust has a turnover of £600m and employs over 8,700 staff, making PHU the largest employer in Portsmouth. Queen Alexandra Hospital started life more than a century ago as a military hospital. Today is it one of the largest and most modern hospitals on the South Coast, with 1,200 beds housed in light, bright, ensuite wards.

Queen Alexandra Hospital is also the largest of the four military hospital units in the UK. Personnel from all three-Armed Services are fully integrated into the Trust, working alongside their civilian counterparts.

Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust have a shared vision and ambition for the populations they serve. Working together as one provides the best opportunity for both Trusts to deliver this vision.

The following sections describe our shared vision and strategic aims and provide further information about each Trust and our partnership.







About Isle of Wight NHS Trust

The Trust employs around 3,600 staff and has a turnover of £280m. Operating as part of the Isle of Wight health and care system, IWT currently delivers the following services.

Acute Care Services

Based at the heart of the Island, with 246 beds and handling 22,685 admissions each year, St Mary's Hospital in Newport is our main base for delivering acute services for the Island's population. Services include the Emergency Department (A&E), the Urgent Treatment Centre (by referral only), Emergency medicine and surgery, planned surgery, intensive care, comprehensive maternity, Special Care Baby Unit (SCBU) and paediatric services with 1,338 births last year.

We have recently invested circa £5m to improve our facilities for patients. We have a new helipad as part of our Trauma Unit status, completely refurbished our Emergency Department and Pathology and also

invested heavily in a Communications Centre where all our 999 and NHS111 calls are taken.

We are fortunate to have services based within the Communications Centre that enable us to divert the calls to the most appropriate place immediately, which prevents patients needing to make several phone calls to receive appropriate care.

Ambulance Services

The Island's ambulance service delivers all emergency and non-emergency ambulance transport for the Island's population. With 21,712 emergency calls and 25,292 emergency vehicles dispatched each year the service operates from a single base across the Island.

The service is also responsible for transporting patients to mainland hospitals when required. Providing both acute and ambulance services provides IWT with significant opportunities to deliver integrated urgent and emergency care.



About Portsmouth Hospitals University NHS Trust

With a turnover of £600m, PHU provides comprehensive secondary care and a number of specialist services to a local population of 675,000 people across South-east Hampshire.

We also offer some tertiary services (including the Wessex Renal and Transplant Unit) to a wider catchment in excess of two million people. The Trust employs over 8,732 staff and is the largest employer in Portsmouth.

Our busy Emergency Department treats in excess of 166,511 patients each year. We also undertake 65,000 day cases and carry out over 9,600 inpatient operations.

Our maternity services deliver around 5,320 babies per year, making it one of the largest maternity services on the South Coast. In July 2022 we were rated Good by the Care Quality Commission for the second time.

Most services are provided at Queen Alexandra Hospital in Cosham. Included within the modern buildings are:

- 28 theatres with four dedicated endoscopy theatres, surgical robotic systems and committed funding for a further two theatres.
- Four state-of-the-art linear accelerators.
- Two purpose built interventional radiology suites, two MRI scanners, four CT scanners and a PET scanner.
- State of the art pathology laboratory.
- Neonatal Unit, Level 3.
- Hyper Acute Stroke Unit supporting the third largest stroke service in the country.
- Superb critical care facilities.
- Second generation surgical robots one of the largest robotic surgical programmes in the UK.



We also offer a range of outpatient and diagnostic facilities closer to patients' homes in community hospital sites and at local treatment centres throughout Southeast Hampshire:

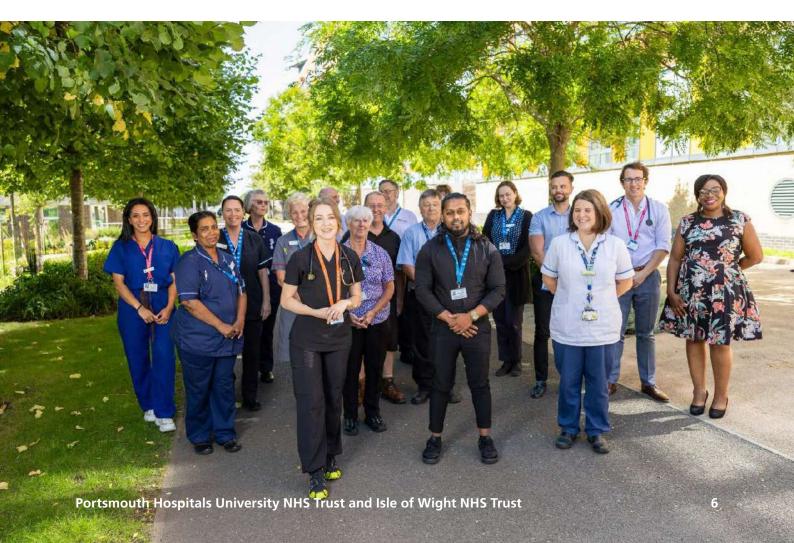
- St Mary's Portsmouth midwifery, dermatology and disablement services.
- Gosport War Memorial Hospital including the Blake Maternity Unit, Urgent Care Centre, rehabilitation services and diagnostics.
- Petersfield Community Hospital we manage the Cedar Rehabilitation Ward and run the Grange Maternity Unit.
- Fareham Community Hospital rehabilitation services and outpatient clinics.
- Havant Community Services diagnostics and outpatient clinics.

PHU is a major provider of undergraduate and postgraduate education, working with three universities (Southampton, Portsmouth and Bournemouth). Our hospital also hosts the largest of five Joint Hospital Groups in England. Personnel from all three-Armed Services are fully integrated within the Trust, working alongside their civilian counterparts, helping to treat and care for patients from the local and surrounding communities.

Recruiting and maintaining a high-quality workforce is a major priority. This includes the workforce associated with the Joint Hospital Group, South. This has been essential to maintain safe services, with recruitment overseas playing its part. Investments have been made to increase staffing levels and we have had a significant focus on improving retention of staff. Increased non-elective activity has resulted in a further increase in nursing and medical staff working in the organisation, specifically within the Emergency Department and medical specialties.

The Trust has been highly successful in apprenticeship schemes and has achieved national recognition for this. This is proving to be a great source for future recruitment and the vast majority of apprentices that have been trained have gone on to full time employment. This is an area of increasing focus as we aim to grow a local workforce for the future.

Research and innovation thrives within the Trust which plays a key role in developing multi-disciplinary research and strengthening nursing research ambitions. There are 150 research staff across clinical specialties, increased participation in clinical trials and we receive £8 million in major grants for our research activity.



Our shared vision

Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU) have a shared vision which sets the ambition for both Trusts:

"WORKING TOGETHER TO DELIVER EXCELLENCE IN CARE FOR OUR PATIENTS AND COMMUNITIES"



Working together...

We are ambitious for what we can deliver for our communities and people. We work together – within teams, across teams in each hospital, across our two hospitals and with part-ners in the wider health and care system – to deliver our vision.



to deliver excellence in care...

We will always pursue excellence. Delivering excellence in care means providing the best possible outcomes and experience, with services that are efficient and sustainable.



for our patients & communities

Listening and learning, we serve alongside families, carers, our people and our partners to meet the needs of our patients and communities.

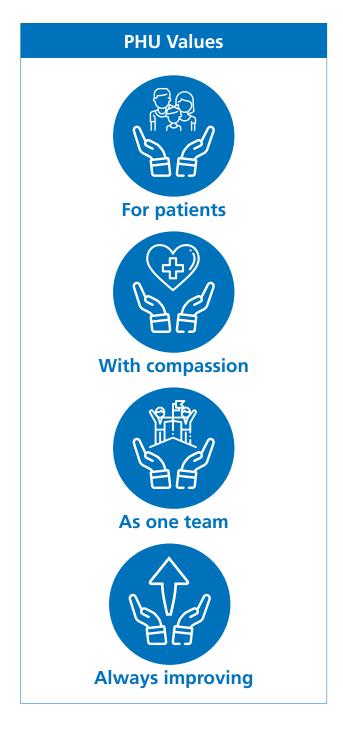


Our values

Each Trust has four core values that were developed through extensive engagement with staff and that describe how we expect each of us to work together and provide care for our patients. All of us who work at IWT and PHU, whatever our role, commit to upholding these values.

We seek to create a culture that enables us need to take prompt action when we observe behaviours that are not in line with our values and support each other to do that. To help us live our values, we have described the behaviours that we expect of each other in each Trust.

During 2024 an aligned description of our behaviours is being developed with staff. This will further strengthen our work to create the culture we need to deliver our vision, in each Trust and together.





Our strategic aims and true norths

Our shared Strategic Aims are the key priorities enabling us to deliver our vision, tailored to the next five years, describing what we are committing to do. They define our focus and give clarity to our people, partners and communities about what matters most and how we will do this. Associated with each strategic aim we have True North, which guides us in assessing the impact and success of our actions in the delivery of our strategy.

Strategic Aim 1: We will meet the needs of the communities we serve

True North: No avoidable delays for our patients



Strategic Aim 2: We will support safe, high-quality patient-focused care

True North: Provide the best possible patient experience and eliminate avoidable harm



Strategic Aim 3 We will ensure our services are sustainable

True North: Live within our means and eliminate waste



Strategic Aim 4: We will support our people to deliver on our vision

True North: Be the best place to work



Strategic Aim 5: We will enable teams to deliver the best care

True North: All of us able to improve



Working in partnership

Whilst the local populations served by IWT and PHU have distinct needs, our hospitals and Trust face similar challenges.

The health needs of our communities are growing, which has led to significant increases in demand. Despite increases in our workforce and hospital capacity, the increased demand has placed our emergency care systems under extreme pressure and generated substantial backlogs for planned care.

Neither Trust can recruit, nor – in the current financial context – afford the workforce that is needed to meet demand in the current model of care. For IWT the situation is exacerbated by scale: the population of the Isle of Wight is too small to independently sustain 24/7 acute services.

Despite these challenges, IWT and PHU are optimistic about the future. Working together and with system partners across Hampshire and Isle of Wight ICS provides opportunities and scale to address the challenges we face, improve services for patents, create attractive places to work and deliver efficiencies that would not be available by working separately.

Our strategy sees the two Trusts working together and with partners to achieve our shared vision for excellence in care, enabled by six cross-cutting transformation programmes, described in the table below. The Chief Nurse will play a central role: our workforce and culture is at the heart of our success as individual Trusts, and together, to realise our shared vision of delivering excellence in care for our patients and communities.

Enabling programme	Description
Our clinical model and supporting workforce redesign	The design and implementation of a new clinical model and a redesigned workforce at QAH & SMH which leads to IOW services no longer being fragile (they have sustainable staffing levels and rotas that can be routinely filled) and, for both Trusts, lower risks held in services, lower use of temporary staffing and reduced vacancy rates.
Developing our shared leadership, governance and reporting systems	Creating the leadership and supporting governance arrangements at Board, Executive, Hos-pital, Division and Service levels, with the consistent reporting and control systems to enable the two trusts to work as one.
Creating a single corporate service across our two Trusts	Creating single corporate services across PHU & IWT, supported by an agreed set of identi-cal systems and processes, under single leadership, to reduce duplication and maximise op-erational efficiency.
Our Digital systems	Creating the digital and data systems that streamlines processes, reduces duplication, enable clinical teams to provide high quality care for patients from either hospital and enables cor-porate services to work as one across the two sites.
Strategy deployment and improvement	Establishing and embedding a consistent improvement methodology across the two hospi-tals that translates our vision and ambitions into clear measurable actions that make it easy for our people and teams to see the part they play to improve care for our patients.
System Strategic Plans to rebalance de-mand and capacity	Working with system partners in Portsmouth & SE Hampshire and the Isle of Wight to de-velop, agree and implement system strategic plans that ensure patients receive the right care in the right place, leading to capacity and demand in balance & improved patient flow.

An outstanding place to live and work

The South Coast is a great place to live and work, benefiting from easy access to London by rail and road.

Whether it's the tranquillity of the Isle of Wight, the historic naval character of Portsmouth, Southampton or the New Forest, the area has much to offer. Southampton Airport is close by with flights to both domestic and international destinations and direct cross-channel ferry services to France and Spain are also just moments away.

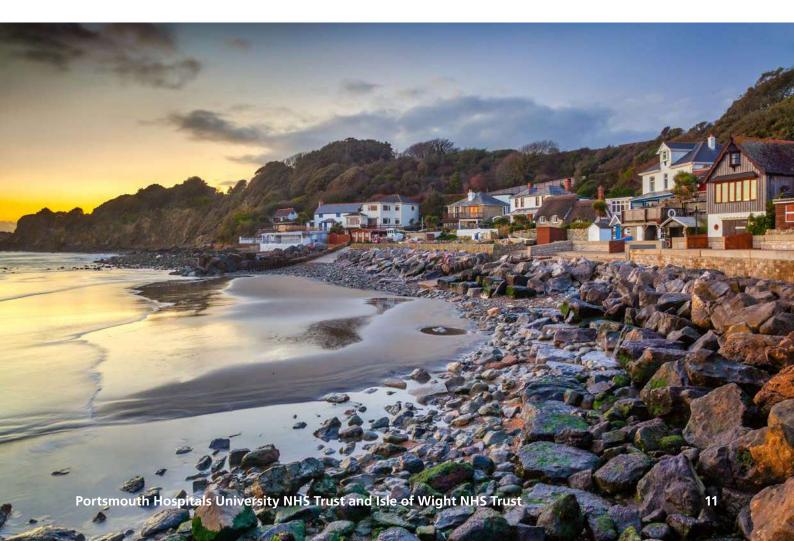
The Isle of Wight offers visitors and residents an amazing coastline with beautiful countryside, year round sporting events, festivals and award-winning attractions. For those with children, the Island is an ideal place to bring up a family, offering state, private schools and further education.

The Island boasts many picturesque towns and villages within easy commuting distance with house prices remaining significantly cheaper than most regions of the Southeast of England.

The island provides access to an enormous range of outdoor pursuits, ranging from surfing, sailing, fishing and sea swimming, to walking, rambling and running across the downs and costal pathways.

They say that 'good things come in small parcels', and at just 23 miles across by 13 miles high, you'll be amazed by how much the Isle of Wight packs in! Over half the island is designated as an Area of Outstanding Natural Beauty, with its rich variety of distinctive landscapes. The island is full of attractions, from adventure parks and botanical gardens to a steam railway and a garlic farm. It is often argued that the Isle of Wight is the sunniest place in the UK, averaging 37 hours of sunshine per week, in comparison to a national average of 29 hours. Ventnor in particular benefits from a unique microclimate that has been likened to the Mediterranean.

Island Life means there's always something going on to occupy the mind, body or soul. The headline acts are its world famous music festival and its annual Cowes Week celebrations.



Portsmouth is the second largest city in Hampshire on the south coast of England. Notable for being the United Kingdom's only island city, Portsmouth is located mainly on Portsea Island. It is a most appealing location, with stunning sea views from the Southsea seafront, where the four miles of beach are backed by the green spaces of Southsea Common. Adding to the "feel good" factor, Portsmouth receives more sunshine per annum than most of the UK and is much milder, with Portsdown Hill to the North deflecting cold winds.

The City of Portsmouth has a population of over 238,000 and the Portsmouth Urban Area, which includes Fareham, Portchester, Gosport and Havant is the 14th largest urban area in the United Kingdom, Portsmouth combines with Southampton to form a single metropolitan area with a population of over a million. Portsmouth is situated 64 miles (103 km) south west from London and 19 miles (31 km) south east of Southampton.

As a significant naval port for centuries, Portsmouth is peppered with fascinating architecture portraying its rich history and inspiring characters like Admiral Nelson and Charles Dickens.

England's naval reliance on Portsmouth led to the city becoming the most fortified in Europe. Many of the city's impressive former defences now host museums or events and are popular city attractions. In the historic dockyard lies HMS Victory, the Mary Rose and HMS Warrior.

Although smaller than in its heyday, Portsmouth provides a major dockyard and base for the Royal Navy and Royal Marine Commandos whose Headquarters resides there. The city also hosts the headquarters of BAE Systems Surface Ships.

Bringing it right up to date Portsmouth has benefited from major investment, widespread redevelopment and a buoyant local economy. Portsmouth now offers impressive new locations, proving highly attractive for relocations. The Spinnaker Tower is a most striking recent addition to the city's skyline and emblematic of just how much Portsmouth has revitalised. It is located in the redeveloped 'stone frigate', which is now a thriving area of shops, restaurants, clubs and bars known as Gunwharf Quays.

Port Solent is the south coast's premier destination marina. Boat lovers of all kinds are drawn to this marina and its unique atmosphere of bars, restaurants and boutiques.



The city has two theatres with wide ranging programmes including an increasing number of national tours. The Portsmouth Guildhall hosts numerous musical events along with various other established music venues. Portsmouth offers the most impressive range of activities for sports enthusiasts. The city is home to a professional football team and rugby club. Water sports are very popular here, particularly sailing, yachting and rowing. The Southsea Common is a popular focus for a wide range of leisure activities throughout the year including a kite festival, running events and live music.

Getting around

Portsmouth and the Isle of Wight enjoys a prime location on England's south coast, well served by first class air, road, rail and sea connections to the rest of Britain and Europe. Portsmouth has several mainline railway stations, on two different direct South West Trains routes to London Waterloo via Guildford and via Basingstoke. There is a South West Trains stopping service to Southampton Central (providing connections to Cross-country services to Birmingham and Manchester), and a service by First Great Western to Cardiff Central via Southampton, Salisbury, Bath and Bristol.

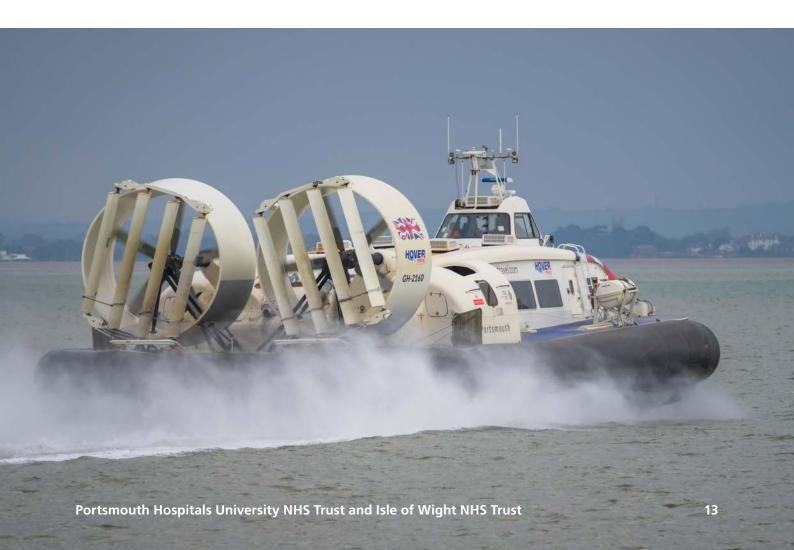
Southern also offer services to Brighton and London Victoria. By road, The A3 links Portsmouth to London, with the M27 and M3 providing popular alternative routes. The M25 is around an hour away from Portsmouth. The M27, M3 and A34 provide the other major routes to the Midlands and the North of England.

Portsmouth Harbour has passenger ferry links, car ferry and hovercraft services to the Isle of Wight. Portsmouth Continental Ferry Port has links to Caen, Cherbourg-Octeville, St Malo and Le Havre in France, plus Santander, Cantabria, in Spain and the Channel Islands.

There is a regional airport at Southampton; with flights to many European destinations as well as UK mainland cities.

When it comes to visiting family and friends or even if you choose to commute, there are numerous ways of getting to and from the island.

From the ferry ports there is easy connection to all main rail links and roads in the UK. There is a free bus from the Red Jet terminal in Southampton to the central railway station.



Job Description

Title: Chief Nurse

Reports to: Chief Executive Officer

Salary: VSM

Tenure: The appointment is substantive. The post holder will be employed by Portsmouth

Hospitals University NHS Trust.

KEY RESPONSIBILITIES:

All Group Executives

- Accountable voting Board Director for both IWT and PHU.
- Provide strategic leadership with responsibility for strategic decision making and benefits realisation of strategic transformation opportunity.
- Shared accountability for strategic direction and planning delivered through a standardised operating model with consistent systems and processes for standardised and reliable implementation.
- Take shared accountability for the overall success, quality, financial and operational performance, and the future direction of IWT and PHU.
- Build shared purpose across statutory organisations of IWT and PHU, providing strong and effective leadership and advice to support both Trusts to deliver consistently safe, effective, sustainable, high-quality care to patients.
- Lead the strategic transformation across IWT and PHU to create clinically, financially, and environmentally sustainable services and organisations.
- Contribute to the collective decision making of the IWT and PHU Board.
- Act as an advocate for IWT and PHU within Trusts and externally support statutory organisations in place.
- Develop and maintain effective partnerships and relationships with external stakeholders, operating with a whole system mindset to meet the needs of patients and communities.

- Work as a team, with a 'team-first' mentality.
- Work through and with others including through the site teams at PHU and IWT, role modelling trusting, collaborative, flexible crossteam working to support the delivery of the strategies and plans of both IWT and PHU.
- Ensure that the governance, structures, policies, and cultural environment in place enables people and teams in IWT and PHU to succeed, contributing through their behaviours to the embedding of IWT and PHU values into both organisations.
- Must demonstrate strong alignment to the Trusts' visions and values.

Chief Nurse

- Provides leadership and board representation for all nursing, midwifery and therapy staff at IWT and PHU and leads the development and implementation of patient safety systems and processes and the Quality Improvement Strategies at both IWT and PHU
- Working closely with the Chief Medical Officer, Chief Officers for IWT and PHU and the other executive and site directors, leads the design and delivery of the transformation of clinical services across PHU and IWT.
- Director of Infection Prevention and Control for the Trusts and the Trust board lead for adult and children's safeguarding issues.
- Executive lead in ensuring continuous improvement in patient safety and patient experience across the Trusts, working with the Medical Director to improve patient outcomes.

Person Specification

Description	Knowledge, Experience and Skills required
Qualifications	 Masters Degree Registered General Nurse with NMC Postgraduate management qualification (desirable)
Experience	 Evidence of sustained personal and professional development Operating at Executive Director level in a large complex service organisation Demonstrable track record of significant achievements and delivered results
Skills and Knowledge	 Detailed knowledge of Clinical Quality and Safety methodologies Detailed knowledge of Clinical and Corporate Governance frameworks, legislation and best practice Experienced safeguarding lead Personable and professional approach to all staff levels Highly developed strategic and operational leadership skills Ability to quickly establish effective working relationships and develop strong team working Knowledge and understanding of corporate risk management systems and processes Highly developed interpersonal and facilitation skills, with ability to gain and sustain credibility with Board of Directors Excellent presentation skills and the ability to present well-reasoned and structured argument orally and in writing Highly developed analytical skills Proficiency in the use of ICT applications to support efficient work activity, including the analysis, interpretation and presentation of complex data Ability to influence and negotiate within and outside an organisation Ability to manage priorities in order to meet specific deadlines
Leadership Qualities	 Self-management Personal integrity Broad scanning Seizing the future Political astuteness Intellectual flexibility Drive for results Collaborative working Effective and strategic influencing Holding to account Drive for improvement

This Job Summary is an outline of the key tasks and responsibilities of the post, the post holder may be required to undertake additional duties appropriate to their role. The post may change over time to reflect the developing needs of PHU and IWT and their services, as well as the personal develop needs of the post holder.

Further information

Superannuation

The NHS Pension Scheme is available.

Sickness/Maternity Regulations

NHS Sickness/Maternity Regulations will apply.

Annual Leave

The Trust offers a generous annual leave entitlement where typically most full-time staff will be entitled to 27 days annual leave plus bank holidays. 27 days will increase to 29 after 5 years NHS service and after 10 years' service this will then increase to 33 days.

Relocation

A relocation package is available, conditions apply. Removal expenses are paid in accordance with the Trust policy. Interview accommodation will be available on request.

Personal/Professional Development

The Trusts strongly encourages and supports ongoing personal and professional development for all staff.

Car Parking

Car parking is available.

Health and Fitness Centre

The Oasis Wellness Centre provides exclusive gym, indoor heated swimming pool and a series of health and treatment services, available for PHU and QA staff.

Benefits

There are a number of benefits offered to employees of the Trusts. Our most recent exciting schemes are the options to lease a brand new car and to purchase electrical goods via salary sacrifice.

Conditions of Employment

The following conditions must be met before the Trust will confirm an offer of employment:

- Confirmation of eligibility to work in the UK
- Identity checks
- Disclosure and Barring Service Check
- References and employment history
- Validation of qualifications
- Financial reference clearance
- Bankruptcy & Insolvency Check UK & Ireland
- Disqualified Directors List Check
- Declared a Fit and Proper Person under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.
- Health Screening
- Social Media Check
- Employment Tribunal Check
- Charity Commissions Register of Removed Trustees
- Professional registration (where applicable)

Criminal Convictions

Employees must declare full details of all criminal convictions or cautions under the Rehabilitation of Offenders Act 1974. The information given will be treated in the strictest confidence and taken into account only where the offence is relevant to the post applied for. Additional checks will be undertaken via the Financial Services Authority.

References

It is a condition of employment that references are provided which are acceptable to the Trust. These must cover the most recent six years of employment history.

How to apply

The closing date for applications is 19 January 2025.

Applications should be made by submitting a full and updated CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- Information on current salary and notice period
- A completed Equal Opportunities
 Monitoring Form and Fit and Proper Person
 Monitoring Form.

All applications should be sent to: **apply@ hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact Finn McNulty at our recruitment partners, Hunter Healthcare on 07966 006091 or **fmcnulty@hunter-healthcare.com**

KEY DATES:

Application Deadline 19 January 2025
Longlisting 22 January 2025
Shortlisting 29 January 2025
Interviews w/c 10 February 2025







Portsmouth Hospitals University

NHS Trust





Floor 2, Berkshire House 168-173 High Holborn, London WC1V 7AA