



# NEW SAS Doctor HANDBOOK



# FORWARD

Many congratulations on your successful appointment as a doctor in the SAS grade.

We are delighted to welcome you to Lancashire Teaching Hospitals, as a Senior doctor working in our organisation, we are committed to providing you with a long and rewarding career in a place where your contribution is valued and your development important.

This handbook has been developed to provide useful information for you as you start your new SAS post and for ongoing reference and signposting. It will talk you through how Lancashire Teaching Hospitals integrates the SAS Charter into all aspects of our work.

Keeping this handbook current and relevant is essential and as such we would value your feedback on how to improve this.

## INTRODUCING THE SAS WORKFORCE AND TEAM

At LTHTR we have about 100 SAS doctors working in different specialties with different backgrounds with huge diversity. SAS sits on LNC (local negotiation committee) and can help in developing the SAS and resolving the issues locally

We have SAS chair, SAS tutor and SAS advocate to help and guide by organising forums, away day etc.



SAS Advocate: Dr Vikas Kumar (Anaesthetist)

SAS Chair/Lead: Miss Mukta Vadhva (Orthopaedic Spine surgeon)

SAS Tutor: Mr Dharmendra Mittal (Orthopaedic surgeon)

SAS team admin/support: Natalie Suffield (Backbone)

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## THE SAS CHARTER

The SAS charter was created by the BMA and NHS employers to help SAS doctors with their development and provide opportunities in their workplace. As a Trust we have been working hard to ensure the charter is in place within our organisation.

### What's included in the Charter?

The SAS charter will help you to elevate your position at work, hold your employers accountable and provide greater development and working opportunities.

The link to the full charter is as follows:

<https://www.nhsemployers.org/articles/sas-charter>

The themes in the charters are based around:

- minimum conditions of employment
- revalidation, appraisal and job planning
- helping SAS doctors to feel effectively supported
- opportunities for development
- involvement in management structures.

This handbook will take you through the relevant aspects of the charter as above and will outline the support available to you.

## MINIMUM CONDITIONS OF EMPLOYMENT

### Terms and Conditions

Your basic pay as a Specialty doctor is in line with the Terms and conditions of service Specialty Doctors – (England) 2021. Your starting pay point will be determined by the medical workforce team and will be based on the number of years you have worked at an equivalent grade.

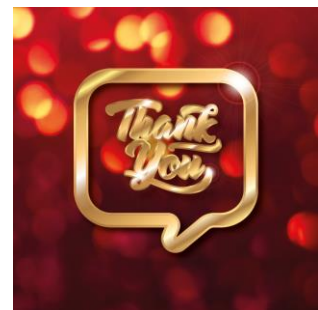
It is a requirement that all Specialty doctors undertake a prospective annual job plan, and this accurately reflects work being undertaken. This should be completed and signed off by 1 April each year and this should be undertaken in your SPA time (Supporting Professional Activity).

A full time Specialty doctor will work a minimum of 10 programmed activities (PA's) per week and any Additional Programmed Activities (APA's) and on-call activity as and where required will be agreed through the job planning process. On-call supplements are as per frequency of on-call work.

The contract may be supplemented or amended by local collective agreements reached with trade unions recognised by the Trust and the rules and resolutions of the Trust Board.

### Recognition and Reward

Saying thank you and recognising the contributions of our colleagues is an important way to acknowledge the achievements and efforts everyone makes on a daily basis. We have a number of ways in which we do this, we have a 'Thank You' tool, this is a peer to peer recognitions scheme <https://vimeo.com/239454940> and a lovely way to send someone a quick thank you to show you appreciate what they do. To send a thank you and review your own thank yous – please access our e learning site [here](#) and click on thank you!



We have our very own annual awards ceremony called the OPA's which stands for Our People Awards, to find out more and see 2021 entries please have a look [here](#). We have lots of categories for entries with everything from unsung inspirational person, through to outstanding newcomer to best innovation to name but a few, we look forward to receiving your entry soon!

Maybe you fancy showcasing your service to senior colleagues and governors, if you do, [Fab Feedback Friday](#) is a great way to do this. Fabulous Feedback Friday is an on-going successful idea that started on our wards to celebrate the positive feedback they receive and recognise the achievements of the team.



## MEDICAL AND DENTAL BANK

All SAS doctors and dentists are welcome to join the medical and dental bank.

You may have already signed up during the recruitment process, however if not you can choose to join at any time by emailing the [medical.bank@lthtr.nhs.uk](mailto:medical.bank@lthtr.nhs.uk)

Once you have signed up to the bank you will be set up with a separate payroll assignment to enable weekly pay for any bank work you undertake. All bank work is paid as per the trust medical and dental bank rates as published within the medical and dental temporary staffing policy <http://lthtr-documents/current/P1389.pdf>

All available shifts are advertised through the loop system which you can download on your phone and you can express an interest to work any shifts available, you will also use loop to submit any timesheets for hours worked. Weekly payroll is run on a Friday and cut off for timesheets to be submitted is midnight each Sunday for payment the following Friday.

A promotional banner for the 'loop' app. On the left, the word 'loop' is inside a purple speech bubble. To the right, the text reads 'Your new home for' followed by the 'A' logo and 'EMPLOYEE ONLINE'. Below this, it says 'Manage all aspects of your roster and working life with our brand new app, Loop' and 'Coming Soon'. On the far right, a smartphone screen displays the app's interface, showing a calendar for June 2020 and a list of team members under 'Registered Nurses Team', including Frank Steinberger and Miriam Brown.

Please note that you need to ensure that when undertaking bank work you work safely and have adequate rest periods in line with working time regulations.

# REVALIDATION, APPRAISAL AND JOB PLANNING

## Job Planning

You are required in line with the SAS terms and conditions to have an annual job plan agreed prospectively by April each year.

Job planning is made up of 4 main components:

- Direct Clinical Care (DCC)
- Supporting Professional Activities (SPA)
- Additional NHS Responsibilities (ANR)
- External duties (ED)

The trust uses the online L2P system in which to record your job plan, you will be given a log in to this system as soon as you start work and there is an expectation you will agree your first job plan within 4 weeks of starting in your role. Please note we are only able to pay basic contract (10 PAs) until this first job plan is completed so it is essential this is done as part of your trust induction.

You must ensure you engage with the job planning process and this activity will form part of your core SPA time. The job plan for full time SAS doctor is 10 Programmed Activities (PA's) which includes 1.5 SPA. The SPA is protected time and cannot be used as flexible session until and unless agreed between the SAS doctor and the supervisor and the time for the SPA is given back.

It is your responsibility to ensure your job plan accurately reflects the work you do and the time taken to do it, this informs the clinical rosters and also informs your pay. Pay will always be effective from the date your job plan starts to ensuring this is prospective will ensure you are always paid correctly for the work you do, when your timetable changes you must remember to update your job plan otherwise your pay cannot be changed.

On occasion, disagreements happen with job planning and we are always keen to resolve any disagreements as quickly as possible, if agreement cannot be reached through your immediate manager you may at any stage refer your job plan for mediation and SAS team can help you with this.

If you require any support completing your job plan or need support with the L2P system please contact the medical workforce team ([mco@lthtr.nhs.uk](mailto:mco@lthtr.nhs.uk))

A link to the job planning policy can be found below, please note this can only be accessed via a trust computer as this is held on our internal intranet page:

<http://lthtr-documents/current/P2250.pdf>

## Revalidation and Appraisal

All doctors are required to be revalidated by the General Medical Council (GMC) every five years; a recommendation for revalidation is submitted to the GMC by the Responsible Officer. The Responsible Officer for Lancashire Teaching Hospitals is the Chief Medical Officer Dr Geraldine Skailles.



Doctors will undertake an annual appraisal to provide information to support the revalidation recommendation and also complete a 360 feedback review once every revalidation cycle.

All doctors within Lancashire Teaching Hospitals are allocated an appraisal month between April and December. Doctors are expected to undertake annual appraisals within their appraisal month with sign off completed within four weeks of the appraisal meeting and this is monitored by the Medical Staffing Team. If for any reason the appraisal cannot be completed within the allocated appraisal month you must submit a postponement request, and this has to be agreed through the revalidation team.

Your appraisal and 360 provides the Responsible Officer with the assurance needed to submit a recommendation to the GMC.

When you start in post you will be contacted by the Appraisal and Revalidation Officer to arrange a meeting to familiarise you with the electronic appraisal system (L2P) which is used by the Trust to facilitate medical appraisal. Your first annual appraisal will be a 'priming appraisal' with the aim of agreeing a personal development plan (PDP) for the first 12 months in post.

The focus of appraisal is to support the professional and personal development of a doctor. The appraisal discussion is a safe and confidential space for a doctor to review their achievements, challenges and aspirations and reflect on information relating to their practice since their last appraisal.

Relevant guidance can be found as following:

NHS Employers:

<https://www.england.nhs.uk/professional-standards/medical-revalidation/appraisers/med-app-guide/>

Academy of Royal Colleges:

<https://www.aomrc.org.uk/revalidation/medical-appraisal/>

### **360 Degree Feedback**

It is a requirement of GMC revalidation that 360-degree feedback is collated from both colleagues and patients on at least one occasion during each 5-year revalidation cycle, doctors cannot be revalidated without a 360 feedback being completed.

The system Edgewise is used to facilitate 360 feedback. You will be invited to participate in 360 degree appraisal at the appropriate time, it is important that this is done when due to ensure timely revalidation. Following collation of your feedback, a facilitated discussion of the findings will be arranged to guide reflection.

### **Licence to Care**



The Trust, in common with all acute NHS organisations, has a contractual requirement for all staff to undertake Core Mandatory Training in line with national guidance. In addition the Trust has an obligation to address locally identified risks, sometimes requiring training to mitigate those risks, otherwise known as role specific training.

The Licence to Care for Consultant Medical Staff and trust employed doctors has been designed to support compliance with both externally mandated training, and role specific training requirements within the Trust. You will have an individual Licence for Care detailing the training relevant to your role. This record is produced for you by the Workforce and Education Directorate and updated (and e-mailed to you) on a monthly basis, to make it easier for you to ensure that you have satisfied the requirements in support of your annual appraisal, and any pay progression. The Licence to Care is a live document, which can be edited to support requests for additional content when this is necessary.

## HELPING SAS DOCTORS TO FEEL EFFECTIVELY SUPPORTED

### Induction

As part of your induction in the first few weeks of your new role, you will attend our **Trust Welcome Event**. As the name suggests, this is our opportunity to provide you with a warm welcome to the Trust. You will have an opportunity to meet other new starters and find out more about the organisation, including what makes Lancashire Teaching Hospitals a great place to work. You will hear about opportunities to get involved in things that are happening across the Trust, and you will learn about where and how you can seek support. Your line manager/rota co-ordinator will facilitate time for you to attend (in discussion with you) which will be indicated on Healthroster. You will need to access your blended learning account: <https://elearning.lthtr.nhs.uk/login/index.php> to view and book on to the relevant virtual Welcome Event (search for 'Trust Induction' under the Courses section). This is also where you find the link to complete your mandatory training.

Your local induction should ideally take place on your first day in your work area and be fully completed within two weeks of starting your role. Whilst it may only take a morning for your manager to talk you through many of the details relevant to your workplace and role, your induction does not stop there. We recognise that it can take different lengths of time for someone to feel part of an organisation and to have fully got to grips with all the relevant details.

### Personal development

At LTHTR there is a huge emphasis on the personal development of the SAS. There is SAS fund available for various courses.

On behalf of Mr Dharmendra Mittal (SAS Tutor) the Postgraduate department organises courses for the SAS doctors which are held at LTHTR. All courses held at LTHTR are supported by the SAS Development Fund.

Places are limited to 15 delegates per course and will be offered on a first come first served basis. The courses can be booked by contacting Natalie on [SASDoctors@LTHTR.nhs.uk](mailto:SASDoctors@LTHTR.nhs.uk). An email is sent on a regular basis to all SAS doctors about these courses.

There is also support available, if you are interested in pursuing CESR route for Article 14. There are few of our SAS doctors doing rotation in different Trusts to gain the requirements for getting the CESR. Please contact SAS advocate and the clinical director of your speciality.

If for personal reasons you do not want to pursue CESR route, the other route of progression is through Associate Consultant route. Please contact SAS chair and the clinical director of your speciality to understand and help with the process.

### Coaching and Mentoring

Gaining the support from a coach may be a valuable way to help you to meet certain challenges within your role. The role of a coach is similar to that of a mentor, however a coach does not need to have worked in a related area to yourself, as their role is not to provide advice or guidance but rather to help you think things through and reach your own answers. They may use various techniques to help you do this. A coach is usually accessed over a short-term period (typically between 1-4 sessions of 60-90mins) where the focus is on setting goals and making changes.

There are a number of coaches offering support to all levels across the Trust. You potentially may have a coach or mentor in your own department, they could be an experienced colleague who is there to act as your buddy, provide you with department specific advice, guidance and support. Alternatively, you may prefer to access coaching and mentoring from a colleague within the organisation, these tend to be individuals who are trained and/or accredited in coaching and mentoring skills. The type of topics which individuals typically seek coaching for include work/life balance, managing stressful situations, leading change, performance issues, relationships at work, career potential, direction and seeking promotion, interview skills, leading a team, communication and confidence building, are just a few examples! More details can be found [here](#).

### Medical Leadership Structure

The trust is divided into a number of divisions, most clinicians work within one of the following 4 divisions:

- Medicine Division
- Surgery Division
- Women's & Children's
- Diagnostic and Clinical Support (DCS)

Within each division there is a Clinical and Non-Clinical Divisional Director. Each division is broken down into a Clinical Business Unit (CBU) which has a number of specialties. We have an Associate Divisional Medical Director in each CBU and then a Clinical Director within each specialty who leads the clinicians within that specialty.

Your line manager will usually be your Clinical Director. Your Clinical Director will be the person who has overall line management responsibility for a specific specialty and will be involved in your induction and job planning. They also will oversee leave requests within the department as well as other management responsibilities.

In addition to your Clinical Director, each specialty will have leads for various things and these are a good point of contact and support.

### The SAS Forum

SAS forum is held once quarterly to discuss various issues ranging from understanding of job planning, PA and SPA, flexible sessions, career progression to name a few. It is tailored to the need of SAS doctors, and it is an open forum. Your involvement is paramount to help your understanding of the Trust the working of it and your own progression. We also invite BMA representatives and executive team time to time.

## OPPORTUNITIES FOR DEVELOPMENT

### Career Progression

SAS doctors play a crucial role in the healthcare system. Most SAS doctors and dentists start in the Specialty Doctor grade and following this grade the next steps to development within the SAS grade would be as follows:

1. **Specialist Grade:** Introduced in 2021, The grade focuses on clinical care but also opens further opportunities for management, research and additional responsibilities, doctors in this grade will be working autonomously at a very senior level.
2. **Associate consultant: This post is unique to our Trust and is the only of its type in the UK.** Introduced in 2018, this grade offers career progression for specialty doctors, Associate Specialists and Specialists who can function autonomously, and work at par with consultant colleagues and are able to deliver excellent clinical care along with delivering service improvement, possess leadership and management skills and are involved in audit and research and teaching, appraisal etc.
3. **CESR (Certificate of Eligibility for Specialist Registration):** Undertaking CESR allows you to apply for GMC Specialist or GP registration via the portfolio pathway.
4. **Return to Training:** Some SAS doctors return to formal training programs. This can lead to consultant or GP roles.

### Leadership Opportunities for SAS Doctors

SAS doctors have the chance to take on leadership roles within the healthcare system. Here are some avenues for leadership development:

### SAS Leadership Programme:

The **Royal College of Physicians (RCP)** offers a year-long SAS Leadership Programme. It focuses on enhancing career development and leadership skills for SAS doctors.

### SAS Leadership Roles:

SAS doctors can explore leadership roles such as:

- **SAS Tutor:** Supporting education and training.
- **SAS Advocate:** Advocating for SAS doctors' needs.
- **SAS Chair/Lead :** Link between the management and SAS doctors and representative at LNC

More information regarding the career pathways for SAS doctors can be found in the following guide published by the Academy of Medical Royal Colleges:

[https://www.aomrc.org.uk/wp-content/uploads/2021/11/251121\\_SAS\\_A\\_viable\\_career\\_choice.pdf](https://www.aomrc.org.uk/wp-content/uploads/2021/11/251121_SAS_A_viable_career_choice.pdf)

### Autonomous Practice for SAS Doctors

- **Autonomous practice** refers to the ability of SAS doctors to work independently, making decisions
- and carrying responsibilities without direct supervision.
- SAS doctors are eligible for autonomous working as they:
- Hold a high grade and possess specialist knowledge.
- Provide specialist care within multi-disciplinary teams.
- Reflect on patient care to continuously improve quality and safety.

### Educational Supervisor (ES) Role:

As an ES, you play a crucial role in overseeing trainees' educational progress during their placements. Becoming a GMC-recognized ES enhances your career and allows you to contribute significantly to medical education.

**Appraiser Role:** Appraisal is essential for revalidation. All doctors with a UK license must participate in an annual appraisal process. As an appraiser, you assess and sign off on a doctor's appraisal.

### Other Roles for SAS Doctors:

- **Teaching:** Get involved in teaching medical students, trainees, or other healthcare professionals.
- **Training:** Contribute to training programs and workshops.
- **Management and Leadership:** Explore management roles within your trust.
- **Research:** Engage in research projects or clinical academia.
- **Royal College Roles:** Participate in college activities and committees.

### Useful Links to guidance:

<https://www.bma.org.uk/media/2949/bma-guide-to-autonomous-practice-sas-aug20.pdf>

[https://www.nhsemployers.org/system/files/media/SAS-doctor-development-guide\\_0.pdf](https://www.nhsemployers.org/system/files/media/SAS-doctor-development-guide_0.pdf)

<https://www.nwpgmd.nhs.uk/educator-development/standards-guidance>

<https://www.gmc-uk.org/registration-and-licensing/join-the-register/registration-applications/specialty-specific-guidance>

### Leadership Development Programmes



The Consultant Leadership Development Programmes were established in 2011 and are validated by Liverpool John Moores University (LJMU) at Level 7 (20 credits).

The concept for the programme's first came about as a result of the then Medical Directors vision, as well as national drivers which were around pushing leadership down to the front line and the importance of doctors being strong clinical leaders. Following a comprehensive training need analysis it was recognised at that stage that consultants had often progressed through their careers without any leadership development training which meant that some had learnt how to be effective leaders through trial and error and many considered that being a leader was not part of a consultant's role.

In the years the programmes have been running they have gone from strength to strength. The programmes have a national reputation and we remain one of a few Trusts to deliver this type of validated programme internally. It is often cited as one of the reasons why new Consultants are attracted to work in the Trust and demand for places continues to be sustained. The programmes content continually evolves to reflect the changes in the organisation and wider NHS landscape, this helps to keep the content current and relevant enabling consultants to tackle real problems and transfer their learning to the workplace.

We have two leadership development programmes available, SAS doctors and dentists can opt to join these;

### Consultant Leadership Development

The Consultant Leadership Development Programme is aimed at all new consultants who in their first consultant post. It is recognised that for new consultants stepping into their first consultant role can be challenging and it can be a big transition to move into a service leadership role. The programme is designed to equip new consultants with leadership skills so they can be effective as a clinical leader from day one, can build up a network of support with new consultants and enable new consultants to start to shape their role and service.

### Consultant Stretch – Advanced Leadership Development

The Consultant Stretch Advanced Leadership Development Programme is aimed at aspiring senior clinical leaders of the future and is a talent management programme for rising stars. The purpose of this programme is to develop strategic leaders and create a talent pipeline of likeminded consultants who have the ability to step into senior clinical leadership roles.

### Further Information and Questions

If you would like to find out more about the programmes or to have an informal discussion about what we can do for you, please contact [leadership@lthtr.nhs.uk](mailto:leadership@lthtr.nhs.uk)

### Continuous Improvement Skills

The Continuous Improvement Team offer a wide range of continuous improvement training sessions and programmes. This can range from a short introduction to what CI is via e learning, through to programmes which equip you with the skills to manage service, system and team level changes. For more information about the training, tools and guidance available please visit [here](#).

Continuous improvement skills are a vital part of all Consultants roles, it provides a structured framework, tools and approaches for you to use to understand what you wish to improve, how to go about making change, measuring the impact and embedding the new way of working.

### Flow Coaching Academy

The Flow Coaching Academy course is an in-depth action learning programme in continuous improvement and team-coaching skills that uses methods that have been rigorously tested and refined in the NHS over more than ten years. It equips participants with the knowledge, skills and capability to coach their colleagues to make measurable and sustained improvements along a pathway of care and across the health and care system. In 2019, the Central Flow Coaching Academy won the British Medical Journal's award for 'Innovation in quality improvement team of the year'.

Further information can be found [here](#).

### Educational Resources



eLearning

We are committed to supporting your continuous personal and professional development, so it will come as no surprise for you to hear that we offer a wide range of clinical and non-clinical development opportunities ranging from time management to interview skills. We are keen to provide all colleagues with the opportunity to learn, which means some of our courses are provided via online learning through our own dedicated Trust site, so colleagues can develop knowledge as and when they want or need to. Learning can therefore be undertaken in bite-sized chunks and the speed at which you complete the learning is set by you.

The [Trust eLearning site](#) can be found via the LTH Applications tab, which is on the browser bookmarks menu ☆ on the front page of the intranet. The system is updated with the details of all new colleagues at the start of each month. Login details for eLearning are the same as for logging into Trust computers, which will be supplied to you by your manager when you start.

After completing Corporate Induction you will need to undertake 'mandatory training' every twelve months, this may be completed via eLearning or a face-to face event.

### **Library and Knowledge Management Services**

Our libraries enable colleagues to deliver safe, effective and compassionate care. They provide a range of services which provide evidence, information and knowledge for colleagues and students wherever they are based. We have two onsite Libraries based in the Health Academy Centres at Preston and Chorley. They are available 24 hours per day with a Trust ID badge. Further information about our Library and Knowledge Management Service can be found in this short animation <https://www.youtube.com/watch?v=Zme6M9-sEcE>

[Libraries and knowledge management services](#) can support you in your role, for example carrying out literature searches if you are seeking to understand new developments for aspects of your service, support you during the Consultant Leadership Development Programme, in reach into your service and be part of your ward rounds to enable you have up to date literature to make the best clinical decisions. The team can offer you training, advice and guidance, for more information click [here](#). The libraries have quiet spaces for you to work, offer health and well being reading collections as well as leisure reading too with everything from cooking to thrillers available.

All new starters are advised to make a visit to the library and get yourself set up so you can access our books, online resources and sign up for our e resource bulletins which are delivered straight to your inbox on topics which are important to you.

## **SEEKING SUPPORT AND RAISING CONCERNS**

We offer a range of different support to colleagues including those whom are experiencing emotional distress, or who need to talk to someone about their feelings. Sometimes you may wish to discuss feelings/emotions with someone other than your manager or colleagues, someone who can be impartial. You can get this sort of support provided through:

- Workforce and Organisational Development
- Occupational Health
- Chaplaincy
- Trade Union Representatives
- Post Incident Staff Care Support Team
- Psychological Helpline
- Freedom to Speak Up Guardian
- Equality Ambassador Forums



## Health and Wellbeing

Good health and wellbeing is invaluable and the Trust seeks to support colleagues in staying resilient while meeting the many daily demands and challenges that come with providing excellent quality care and services. See the [Health & Wellbeing](#) intranet page for more detail about these services.



We have a first-floor Health and Wellbeing Centre based at Royal Preston Hospital (near Health Academy 1, stair access only) and a dedicated room at Chorley District Hospital (within the library in Health Academy 3). Both centres offer space for individual or group mindfulness or meditation practice, or individual yoga practice, plus a stock of health and wellbeing related resources. As part of the colleague health and wellbeing support, we have available it includes psychological therapy, counselling, cognitive behavioural therapy, physiotherapy intervention, menopause support and a carers network.

### Useful email contacts for inquiries and bookings:

- Health and Wellbeing Team and all related enquiries: [health&wellbeing@lthtr.nhs.uk](mailto:health&wellbeing@lthtr.nhs.uk)
- Mindfulness: [mindfulnessforstaff@lthtr.nhs.uk](mailto:mindfulnessforstaff@lthtr.nhs.uk)
- Beginners' running: [Julia.rolfe@lthtr.nhs.uk](mailto:Julia.rolfe@lthtr.nhs.uk)
- Exercise classes: [staff.gymclasses@lthtr.nhs.uk](mailto:staff.gymclasses@lthtr.nhs.uk)

In addition to this we also have access to a 24 hour, 7 day a week employee assistance programme via [Vivup](#), here colleagues can access telephone support, as well as access debt advice, range of self-help workbooks and podcasts.

## Workforce and Organisational Development

The Workforce and Organisational Development (OD) comprises of different teams including Medical Workforce, Employee Services, Payroll, Health and Wellbeing, Workforce (HR) Advice and Organisational Development (OD) team and others. Part of these services is to be available for informal or formal conversations in relation to work related matters that are affecting any colleague. The team can advise on any matter that is affecting colleagues experience of work and will support the individual to resolve any concerns. They can advise on appropriate courses of action, referring/signposting to other appropriate support networks or facilitating remedial course of action. The teams are able to provide objective advice and provide confidential advice and support.

The helpdesk for workforce is 01772 521900, you can contact the medical workforce team through option 2, payroll through option 4 and ask workforce (advice line) through option 5.

## Raising Concerns

Keeping patients safe, providing the best care that we can and working in an environment where we feel safe and valued is important to all of us. Speaking up about any concern you have at work is really important. In fact, it's vital because it will help us to keep improving our services for all patients and the working environment for our staff.



There may be occasions where we witness, experience or are asked to do something that causes us concern. Often, these concerns can be easily resolved, but sometimes it can be difficult to know what to do.

You may feel worried about raising your concern and we understand this. Speaking up about concerns is never easy but it is necessary to safeguard patients, colleagues, members of the public, professional standards and values.

The Freedom to Speak Up Guardian and Champions are there to provide support to colleagues who feel unable to raise a concern to their line manager or departmental manager.

There are a number of ways you can contact the Freedom to Speak Up team:

- Via telephone on 0172 524847 or 07566 765060.
- By email at [freedomtospeakup@lthtr.nhs.uk](mailto:freedomtospeakup@lthtr.nhs.uk).

## Early Resolution Policy

LTHTR has a zero tolerance policy when it comes to handling bullying and harassment at workplace. There is no legal definition of bullying. The employment and conciliation service ACAS say workplace bullying is: "offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient". Some definitions also refer to it being a repeated pattern of behaviour. Bullying can cover: physical or verbal aggression, excluding or ignoring people, spreading malicious rumours, or constantly criticising and undermining a competent worker.

The link to the Early Resolution Policy can be found below, the purpose of this Policy is to outline the Trust's response to colleagues who have a disagreement or complaint; or experience conflict or bullying and harassment issues at work. It provides a process for colleagues to raise issues and seek resolution and encourages positive employee relations. The Policy focuses on the requirement to resolve issues as quickly and informally as possible whilst ensuring a constructive and lasting solution is implemented for workplace disagreements.

<http://lthtr-documents/current/P1979.pdf>

## INCLUSION AMBASSADOR FORUMS

Equality, diversity and inclusion is important to us, we want everyone to feel able to bring their [whole selves to work](#). As part of our [Equality, Diversity and Inclusion strategy](#) we want to ensure colleagues with protected characteristics have a voice, we listen and recognise your lived experience to improve how you feel about work and able to reach your full potential. The idea behind the Inclusion ambassador forums is that they can be used to provide our people with a voice, give support, discuss issues, review policies/procedures but also educate colleagues and help us to truly embrace and celebrate difference. So together we can make a positive difference. We have a number of forums and network groups you can join, these are Ethnicity Forum, LGBTQ+ Forum, Disability Forum, Faith Network Group, Carers Network Group, Menopause Support Group. If you would like to find out more, potentially join a forum or talk to someone in confidence about a diversity and inclusion issue please contact Tim Brown – Diversity and Inclusion Practitioner e mail [tim.brown@lthtr.nhs.uk](mailto:tim.brown@lthtr.nhs.uk) .

We have Muslim prayer rooms (male and female) and a multi faith chapel can also be found at each site; off Green Street (near Charters) at Preston, and near the PALS and volunteer office (close to the Preston road entrance) at Chorley.

## SAS Feedback

[https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fdocs.google.com%2Fforms%2Fd%2Fe%2F1FAIpQLSdjfcxAFUGQG-FQ7q4GasOLimR8qNTUpsCxtvzmVchr9TIfvw%2Fviewform%3Fusp%3Dsf\\_link&data=05%7C02%7CMukta.Vadhva%40lthtr.nhs.uk%7C70a850e0a08b4edb349108dc5d8f08ab%7C90a86382fc9f459cb91a9852fb08b2cd%7C0%7C0%7C638488116100135472%7CUnknown%7CTWFpbGZsb3d8eyJWlloiMC4wLjAwMDAiLCIjoiV2luMzliLCJBTiI6Ik1haWwiLCJXVCi6Mn0%3D%7C0%7C%7C%7C&sdata=WA9na2XuEGbi7f6mrHQCNV0%2FkdK1SUJr9Ytkmm0ixxM%3D&reserved=0](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fdocs.google.com%2Fforms%2Fd%2Fe%2F1FAIpQLSdjfcxAFUGQG-FQ7q4GasOLimR8qNTUpsCxtvzmVchr9TIfvw%2Fviewform%3Fusp%3Dsf_link&data=05%7C02%7CMukta.Vadhva%40lthtr.nhs.uk%7C70a850e0a08b4edb349108dc5d8f08ab%7C90a86382fc9f459cb91a9852fb08b2cd%7C0%7C0%7C638488116100135472%7CUnknown%7CTWFpbGZsb3d8eyJWlloiMC4wLjAwMDAiLCIjoiV2luMzliLCJBTiI6Ik1haWwiLCJXVCi6Mn0%3D%7C0%7C%7C%7C&sdata=WA9na2XuEGbi7f6mrHQCNV0%2FkdK1SUJr9Ytkmm0ixxM%3D&reserved=0)