

# Staff Handbook

Produced by  
Staff Training and  
Development Team  
2008

<b>WELCOME FROM THE CHIEF EXECUTIVE</b>	<b>2</b>	<b>WORKING IN THE TRUST</b>	<b>16</b>
<b>ABOUT THE TRUST</b>	<b>3</b>	Introduction to Human Resources	16
Our Vision and Strategic Aims	3	Equality and Diversity in Employment	16
Trust Sites, Contact Details and Opening Hours	4	Staff Training and Development	18
Trust Organisation Structure and Senior Staff	5	Trust Employment Policies and Procedures	19
<b>WORKING SAFELY – PROTECTING STAFF AND PROTECTING PATIENTS</b>	<b>6</b>	Staff Benefits	20
Staff safety and security	8	Occupational Health Services	22
Fire and Evacuation Procedures	9	Pay and Pensions Advice	23
First Aid and Basic Life Support Skills	10	Sickness Absence Reporting	23
Health and Safety Policy and Health and Safety Committee	11	Trust Facilities	24
Working with Personal Computers and Work Station Assessments	11	<b>CLINICAL GOVERNANCE</b>	<b>26</b>
Manual Handling	11	<b>PATIENT AND PUBLIC INVOLVEMENT</b>	<b>27</b>
Preventing slips, trips and falls	11	<b>COMMUNICATIONS</b>	<b>29</b>
Infection Control	11	<b>INTRODUCTION TO THE DIRECTORATES</b>	<b>30</b>
Lone Working, Home Visits and Outreach Work	12	Portman Clinic	30
Confidentiality and Information Governance	13	Child and Family Department	31
Incident reporting	14	Adolescent Department	33
		Adult Department	34
		Department of Training and Post Graduate Education	35
		Tavistock Consultancy Service	36
		Central Support Services	37
		<b>TRADE UNION MEMBERSHIP</b>	<b>39</b>
		<b>LIBRARY SERVICES</b>	<b>42</b>
		Photocopying of Copyright Items	43

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## WELCOME - FROM THE CHIEF EXECUTIVE

I'm very pleased to introduce the Trust's new Staff Handbook, which has been developed to provide a range of helpful information to guide all staff in their work. Whether you're a new member of staff, or have been here for some time, I hope that you find it really useful.

The Handbook includes some particularly important information in the 'Working Safely' sections, and I would like all staff to be familiar with this material in the interests of both patient and staff safety. Other sections of the handbook are there as a reference guide, including a great deal of helpful information on employment policies and practice, and staff benefits.

We would very much welcome feedback to help us to improve this Handbook, which will be updated annually. Please feel free to contact the Human Resources team with any suggestions or comments.

Dr Matthew Patrick  
Chief Executive  
September 2008

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## ABOUT THE TRUST

The Tavistock and Portman NHS Foundation Trust (the Trust) is a specialist mental health trust focusing on psychological and developmental approaches to understanding and treating mental health and runs a number of specialist units. It has a national and international reputation based on excellence in service delivery and clinical innovation, and high quality clinical training and workforce development.

The Trust achieved authorisation as an NHS Foundation Trust in 2006. Prior to this it was The Tavistock and Portman NHS Trust, established in 1994, bringing together the Tavistock Clinic, founded in 1920, and the Portman Clinic, founded in 1933.

### Our Vision

The Trust aims to build on its position as a national and international centre of excellence in mental health. It will remain dedicated to the development and delivery of the highest standards of mental health treatment, education and training, organisational consultancy, and research.

### Strategic Aims 2008/9 to 2010/11

- To remain a national and international centre of excellence, dedicated to the highest standards and continued innovation in the provision of mental health treatment, education and training, organisational consultancy, and research
- To increase access to our patient services, training, research and consultancy activity
- To provide fully multi modal and multi disciplinary services in CAMHS, adult psychological therapies and training
- To ensure that the Trust actively makes its services accessible to the socially disadvantaged and those that experience discrimination
- To contribute to mental health policy both locally and nationally, focussing on children and adolescent services, and adult and forensic psychotherapies
- To contribute to improving knowledge and practice in mental health, via research, training and consultancy

For further information about the future plans for the Trust you can access the Trust's Annual Plan on the Trust's intranet.

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## TRUST SITES, CONTACT DETAILS AND OPENING HOURS

### Trust Sites and Contact Details

Main Switchboard / Reception telephone number: 020 7435 7111

To directly dial a Trust extension number the number is: 020 8938 xxxx (ext)

Voicemail operates automatically at all valid extensions.

The Trust email is: initialsurname@tavi-port.nhs.uk e.g. jbloggs@tavi-port.nhs.uk

#### Tavistock Clinic & Trust Headquarters

Tavistock Centre  
120 Belsize Lane  
LONDON NW3 5BA  
(020) 7435 7111

#### Portman Clinic

8 Fitzjohn's Avenue  
LONDON NW3 5NA  
(020) 7794 8262

#### Tavistock Consultancy Services, Information Management & Technology and Finance Dept.

Centre Heights  
5th Floor  
137 Finchley Road  
London NW3 6JG

#### Gloucester House –

#### Tavistock Children's Day Unit

33 Daleham Gardens  
LONDON NW3 5BU  
(020) 7794 3353

#### Monroe Family Assessment Service

33a Daleham Gardens  
LONDON NW3 5BU  
(020) 7431 5138

#### South Camden CAMHS

St Pancras Hospital  
4 St Pancras Way  
London  
NW1 0PE  
(020) 7445 8601

### Opening Hours

Clinical care is provided within the following times during which the centres are open. There is no access to Trust buildings at weekends.

<b>Tavistock Centre</b>	Monday to Friday	7.30am to 10pm
<b>Portman Clinic</b>	Monday to Wednesday	9am to 8pm
	Thursday and Friday	9am to 5pm
<b>Gloucester House - Tavistock Children's Day Unit</b>	Monday to Friday	9am to 5pm
<b>Monroe Family Assessment Service</b>	Monday to Friday	9am to 5pm
<b>Centre Heights</b>	Monday to Friday	9am to 5pm
<b>South Camden CAHMS Services</b>	Monday to Friday	9am to 5pm

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## TRUST ORGANISATION STRUCTURE AND SENIOR STAFF

The Trust Executive Directors are:

<b>Chief Executive:</b>	Dr. Matthew Patrick
<b>Director of Finance:</b>	Simon Young
<b>Medical Director:</b>	Dr. Rob Senior
<b>Nurse Director:</b>	Neil Brimblecombe
<b>Dean:</b>	Trudy Klauber
<b>Trust Clinical Director:</b>	Louise Lyon

The Trust is divided into 4 clinical directorates and 6 non-clinical directorates as shown below:

### Clinical Directorates

<b>Child and Family</b> Clinical Director:	Rita Harris
<b>Adolescent</b> Clinical Director:	Richard Graham
<b>Adult</b> Clinical Director	Philip Stokoe
<b>Portman</b> Clinical Director:	Stan Ruszczyński

### Non-Clinical Directorates

<b>Finance</b> Director:	Simon Young
<b>Service Development and Strategy</b> Director:	Julia Smith
<b>Human Resources</b> Director:	Susan Thomas
<b>Training and Postgraduate Education:</b> Dean:	Trudy Klauber
<b>Corporate Governance and Facilities</b> Director:	Pat Key
<b>Tavistock Consultancy Service</b> Director:	Judith Bell

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## WORKING SAFELY – PROTECTING STAFF AND PROTECTING PATIENTS

The following sections contain important information about staff safety and risk management which is relevant for all staff. The information provided in these sections is designed to support the trust's mandatory training programme and all staff are expected to be familiar with the content of this section of the handbook. As part of their local induction all new staff will be asked to sign to say that they have read and understood information in the '[Working safely](#)' and '[Risk Management](#)' sections of the handbook, and the information contained in the risk policies relevant to their area of work.

### Staff safety and security

All NHS Trusts have a responsibility to protect the safety and security of patients, other staff, visitors and property. The Trust has put in place a range of ways to help protect you and other users:

- The Trust has a number of security systems in place, including intruder alarms for the buildings and personal alarms for the use of staff. It also has fixed CCTV cameras in public places. It is vital that the functioning of these systems is clearly understood by all those for whose benefit they exist. Refer to Trust [Security Policy](#).
- There are a number of situations where staff are at risk, particularly when making home visits or visits to other premises, or when working alone on the Trust's premises. Refer to Trust's [Lone Worker Policy](#) for details of how the Trust protects staff and what you should do to protect yourself.
- The Trust operates an [internal emergency number](#) to summon immediate help from the security staff. This number is 3333, and should only be used in an emergency

New staff should discuss with their Managers the Safety and Security Policies relevant to their field of work ensure that they are familiar with the security procedures relevant to their work within and for the Trust.

Further information is available in the Trust's [Security Procedure](#) available on the intranet

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## Fire and evacuation procedures

### Protect yourself:

Ensure that you are fully aware of all routes of escape from the part of the Trust where you work. These are marked with green FIRE EXIT signs

### If you discover, or suspect a fire: Do not put yourself in danger.

1. Raise the alarm by breaking the glass of an alarm call point.
2. Attack the fire if safe to do so.
3. Alert those around you and evacuate the area via a designated exit route.

### If you hear the alarm ringing intermittently

1. Prepare to evacuate - but do not leave yet.
2. Listen out to hear if the alarm changes to a continuous sounding of ringing bells.
3. There are Fire Wardens on each floor, follow their instructions.

### If you hear the alarm ringing continuously

1. Leave the building by your **nearest fire exit or stairway**, and go directly to the assembly point taking any clients or other visitors with you.
2. Close the doors behind you as you proceed out of the building to the assembly point.
3. Always act on the fire alarm unless you have been warned that it is a routine test.

The assembly point is out on the pavement of Belsize Lane or on Fitzjohns Avenue beyond the grounds of the Tavistock Centre

Do not ring the switchboard to find the cause of the alarm

Do not use the lifts

Do not stop to collect personal belongings or return to collect them

Do not re-enter the building

**STAND AND WAIT AWAY FROM THE BUILDING, AT THE DESIGNATED ASSEMBLY POINTS UNTIL GIVEN THE 'ALL CLEAR' BY THE FIRE BRIGADE OFFICERS.**

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## First Aid and Basic Life Support Skills

### First Aid

The Trust complies fully with the Health & Safety (First Aid at Work) Regulations 1981.

The Trust has trained First Aiders within its workforce. A First Aider has undergone a 4 day training course to cover most common emergencies. In addition, the Trust's medical staff are available to administer first aid, and basic life support.

There is a list of the First Aiders and a first aid box on every floor of the Tavistock Centre and one at each other site. A named member of staff is responsible for checking and replenishing the boxes every two months.

A notice is displayed in each area describing the position of the nearest first aid box. All first aid boxes state the name and contact details of the nearest First Aider or an alternative.

All incidents requiring first aid have to be recorded on an 'Incident Report' form and reported IMMEDIATELY to the Health and Safety Manager. The form can be downloaded from the Trust's Intranet.

If a member of staff is taken ill there is a medical room situated on the ground floor of the Tavistock Centre. The room contains a bed, and additional first aid supplies, and has an adjacent toilet and sink.

### Basic Life Support Skills

All Trust medical staff, and First Aiders receive training and updating in basic life support (BLS) as part of mandatory training. Records are kept of the training. The training is provided by a Health and Safety Executive-recognised first aid training organisation. All first aid boxes contain resuscitation face shields. In the event of a serious medical emergency when a person is collapsed a 999 call should be made to the ambulance service and the assistance of a doctor or First Aider sought.

[Further information is available in the Trust's First Aid Procedure available on the intranet.](#)

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## Health & Safety Policy and Health & Safety Committee

The Trust has a [Health & Safety Policy](#) which is available on the Intranet. It is important that all staff familiarise themselves with this policy, as it sets out the way in which the Trust will protect its staff from health and safety risks in the work place. Staff are expected to abide by the arrangements set out in the policy to protect both themselves and fellow workers.

The Trust has a Health and Safety Committee which meets once a term. For the purposes of consultation with staff on health and safety matters the Trust recognises trade union safety representatives, and representatives from all staff groups. The Trust's Health and Safety Manager, Lisa Tucker, is based at the Tavistock Centre on extension 2585 and is available to staff and managers to advise on all Health and Safety, Fire and Security matters.

## Working with Personal Computers and Work Station Assessments

If you work with a PC for prolonged periods you should request a PC work station assessment. This will ensure that the PC is at the optimum height for you and that your chair is adjusted to suit you. In addition if you need to wear glasses solely for PC work the trust can contribute to the cost of an eye test and glasses. Further information is available from your manager, the Intranet, and the Human Resources Department.

## Manual Handling

All staff should take care to adopt good manual handling practice if lifting heavy objects, (bending the legs, rather than bending over the object, and holding the object close to the body). Any member of staff who is required as part of their role will receive manual handling training. This can be arranged via Lisa Tucker, Health and Safety Manager. All staff should be familiar with the safe manual handling advice contained in the Health and Safety Policy.

## Preventing Slips, Trips and Falls

Staff should be alert to the risk of slip, trip, and fall accidents. If you create or find a liquid spill (e.g. coffee) please ensure that you clear it up. Also check your own work area for any hazards, e.g. trailing wires, boxes or bags in the path of anyone working around your work area etc. With the vigilance of all staff we can effectively reduce the risk of this type of accident.

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## Infection Control

Risks of cross infection at the Trust are very low due to the nature of the services that we offer. Despite this low risk, the Trust requires staff to exercise high standards of personal hygiene (e.g. hand washing), and to remain off work in the event of diarrhoea and vomiting illness.

In the rare event of you suffering a skin break that may be contaminated by body fluids (e.g. a result of a sharps injury, bite or cut) the Trust has an arrangement with the Occupational Health Department at the Royal Free to provide expert support. Any staff member suffering an injury that could be contaminated with body fluids should attend the Occupational Health Department, at the Royal Free as soon as possible. If the injury occurs out of hours you should report to the Accident and Emergency department of Royal Free where expert help is available.

## Lone Working, Home Visits and Outreach Work

All staff who are required to work alone with clients, to perform home visits or work in other out reach centres should be fully familiar with the Trust's [Procedure for the Personal Safety of Lone Workers](#).

The following is a summary of the key advice contained in that policy:

- Before undertaking any home visit a written risk assessment should be made regarding the safety of the visit
- Where the assessment suggests a potential risk to the staff member then arrangements should be made for the visit to be made in pairs
- Ensure that when you are working away from the Trust that the team secretary is aware of your schedule and has a note of your mobile number
- At the end of the visit the staff member must telephone the team secretary to report that the visit is concluded if this is after office hours then an agreed colleague should be contacted
- The team member making the home visit should take the department's mobile telephone or own mobile phone
- If the team member has not telephoned the secretary by 30 minutes after the appointed time the secretary should attempt to ring the member on the mobile phone
- If the member does not respond the team secretary should immediately telephone the police.

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## Confidentiality and Information Governance

The Trust Caldicott Guardian is Richard Davies

The Information Governance lead is Allan Archibald

All staff are required to adhere to the Trust's [Confidentiality Code of Conduct for Employees](#).

### Core principles of Confidentiality

All employees are responsible for maintaining the confidentiality of information gained during their employment by the Trust. This also applies to those holding honorary contracts as well as those employed by agencies, contractors and other organisations, working within the Trust. This duty of confidentiality is written into employment contracts. Breach of confidentiality is a disciplinary offence that could result in dismissal and could also lead to civil proceedings. While patient confidentiality is paramount, certain classes of information relating to staff and students are also subject to a duty of confidence such as Human Resources records, or, personal information given in confidence such as that which might occur in a tutorial.

A select committee chaired by Dame Fiona Caldicott in 1997 was asked to address concerns about the protection of patient information and devised the following Caldicott principles to govern the protection of patient information:

- **Justify the purpose for using patient confidential information**
- **Only use it when absolutely necessary**
- **Use the minimum identifiable information required for that purpose**
- **Access should be on a strict need-to-know basis only**
- **Everyone must understand their responsibilities to protect information**
- **Everyone must understand and comply with the law**

In general, information is recorded on paper or electronically – or both. It is then put to various uses such as clinical care, treatment funding, research, teaching, publication, employment and payroll. Protocols exist for the varied use and sharing of this information. While care must always be taken in handling and utilising information, special care should be taken where a wide circulation is concerned such as at a lecture or teaching event or publication of a clinical paper. Particular care should be taken in relation to electronic storage

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and transmission of information. Encryption or passwords should be used wherever possible and, for emails, the 'To' address checked carefully to reduce risk of accidental dissemination to unintended recipients. Confidential information should not be stored on home computers or unencrypted laptops, CDs or USB sticks. Use should be made of the Trust Web Outlook facility and, when it has become available, the remote access facility to your Trust folder.

Confidential Information whether stored on paper, desktop computer, laptop computer, USB stick, CD, video, photograph or in human memory each require their own individual set of precautions. While there are laws, protocols and policies such as those relating to emails and patient records (on intranet), keeping information depends largely on common sense and putting yourself in position of the subject of the information.

### Safe Haven procedures

All areas where patient information is stored, transmitted and received must be properly secured at night and during the day in the absence of authorised staff.

In particular;

Computers:

- Passwords and automatic timed logouts must be in place. Do not write passwords down for others to see.
- Emails. Only you should see your emails. Do not send patient information outside the trust firewall boundary.
- Do not copy patient information on to removable storage (CDs, USB sticks)
- When printing out patient information ensure that the selected printer is in your immediate vicinity for retrieval of document.

Fax machines;

- Before sending a fax, ensure the intended recipient is present to receive it. Secure the fax machine so that received documents cannot be accessed by unauthorised personnel when it is unattended.

Telephone and other conversations:

- Use care when discussing patients with others and ensure you cannot be overheard.

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## Teaching and Research

Where the intent to use information is outside the scope of duty of care to a patient such as teaching, publication and research, consent or ethical approval should be sought as appropriate.

Advice to patients about the use of personal information must emphasise:

1. The importance of teaching and research to the maintenance and improvement of Care within the NHS, inter-agency care and public health generally that such information, anonymised or aggregated wherever possible, may sometimes be used for teaching and research (and that universities or other bodies carrying out approved research are required to treat it in confidence and must not use it for other purposes);
2. That any research proposals involving access to patient records require clearance by the relevant Local Research Ethics Committee (LREC), which must be satisfied in particular that:
  - Arrangements to safeguard confidentiality are satisfactory;
  - Any additional conditions relating to the use of information that the LREC thinks are necessary can be met;
  - Any application to use identifiable patient information is fully justified: for example, because this is essential to a study of major importance to public health. If not, approval to proceed would not be given;
3. That their specific consent will be sought to any activity relating to teaching or research that would involve them personally;
4. That any published research findings will not identify a patient without specific agreement.

When in doubt seek advice from your manager, the Caldicott Guardian or Informatics Manager.

## Disclosure of Information

There may sometimes be competing demands between the interests of the public and the interest of the patient. While as a Mental Health Trust the primary duty is to the patient, the clinician may sometimes experience a dilemma as to whether to notify others about specific concerns.

If you are unsure whether or not to disclose information, consult senior colleagues or your line manager and/or, if necessary, obtain advice from the Caldicott Guardian or Director of Central Services.

## Incident Reporting

The Trust is committed to learning from all incidents, (clinical and non-clinical), to prevent further occurrences and improve safety and service quality. There is a single incident form, available to download from the intranet, to be completed for **all** incident types including: (note this is an illustrative list only)

- Security incidents, e.g. theft, breach of confidentiality
- Incidents of violence, abuse or harassment
- Clinical incidents, e.g. sudden termination of treatment, unusual self harm or harm of others
- Fire
- Personal accidents
- Work related ill health

All completed incident report forms should be sent to the Health and Safety Manager, room 368, Tavistock Centre who will follow up incidents and compile regular reports for the Risk Management Committee. The Trust uses a single approach to grading incidents, the matrix is shown below. For detailed explanation on grading incidents and risks refer to the Trusts' [Risk Management Strategy](#), [Incident Reporting Procedure](#) or the [Guide for Staff on using the Risk Register](#) all available on the Trust's intranet.

## Risk Matrix

LIKELIHOOD	Almost certain to occur	5	5	10	15	20	25
	Likely to occur	4	4	8	12	16	20
	Could occur	3	3	6	9	12	15
	Unlikely to occur	2	2	4	6	8	10
	Very unlikely to occur	1	1	2	3	4	5
Risk Matrix			1	2	3	4	5
			Negligible	Minor	Moderate	Severe	Catastrophic/Fatal
			CONSEQUENCE				

In the event of a **serious incident** (scoring 9+ using the Trust's risk scoring system) you should seek advice from the Health and Safety Manager, the Medical Director or the Director of Corporate Governance and Facilities without delay as the Trust may need to follow the Serious Incident Procedure.

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## WORKING IN THE TRUST

### Introduction to Human Resources

The Trust would like your working life to be as successful and rewarding as possible. We believe that every member of staff has a unique range of skills, abilities and experiences, all of which will ultimately benefit our service users and students. We recognise that people bring to work a range of different work and personal styles, and wide range of different values, beliefs and attitudes. We are committed to creating a culture in which differences are appreciated and nurtured, so that everyone has the opportunity to reach their full potential.

The Human Resources team, based on the third floor of the Tavistock Centre, carries out a range of work aimed at improving the working lives of all staff, and this is summarised in the sections that follow. Please come and speak to us about any issue affecting your employment.

### Equality and Diversity in Employment

As an NHS Foundation Trust our mission is to expand access to our clinical services and training, and to ensure that our services reach out to the socially disadvantaged and those that experience discrimination. We aim to reflect diversity in all areas of our activity, and as an employer as well as a service and training provider.

The Trust greatly values your contribution to the delivery of health services and training, and as such we are committed to treating you with the dignity, respect and consideration that you deserve. Our aim is to create an organisation that actively promotes equality of opportunity for all, and is free from discrimination, harassment or victimisation of any sort. Over time we aim to employ a workforce that reflects the communities we serve as we believe that this will help to ensure that our services are appropriate, accessible and responsive to the needs of those that use them.

We all have responsibility for making these aims a reality, and the most important of these are set out here. We also provide some information below about what you can do if you are concerned about your dignity at work.

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### Responsibilities of all staff

- To behave in a way that is consistent with the Trust's equality and diversity aims
- Not to discriminate unfairly in any area of your work, including not harassing, bullying or otherwise intimidating other members of staff
- To co-operate with any measures introduced to promote equality and diversity in the workplace, and in respect of service and training delivery
- To let your manager know if you suspect that unfair discrimination is taking place within the organisation.

### Responsibilities of line managers, supervisors, Heads of Discipline

- Not to discriminate unfairly within any aspect of staff management activity, including recruitment, appraisal, selection for training and other development opportunities, and the application of other Trust employment policies.
- Not to harass, bully or otherwise intimidate staff
- To assist actively with any measures put in place to promote and monitor equality and diversity in employment
- To make staff aware of their responsibilities under the Trust's policies, and to discuss matters relating to equality and diversity regularly at team meetings
- To listen to staff concerns and take appropriate action

Further advice is available from the Human Resources team.

### Harassment and Bullying – what to do if you are concerned

The Trust does not tolerate harassment, bullying or any other forms of intimidation and will take seriously and deal promptly with concerns expressed by staff. If you experience someone's conduct towards you as unwanted, unwelcome or offensive, or you feel insulted, upset, threatened or humiliated it is most important that you speak to someone about it at the earliest opportunity.

In practice you can ask for help from a wide range of people including your line manager, your manager's manager, Human Resources staff, trade union representatives, the Staff Advice and Consultation Service, and your Head of Discipline. They will be able to assist by discussing with you the best option for stopping the harassment or bullying from happening.

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There is a range of action you can take to deal with issues informally in the first instance:

- Make clear records of all incidents at the time that they arise. Write down the date, time and place of incidents and note the details of anything that was said or done. Note the details of who was involved, including anyone witnessing the behaviour.
- Politely and calmly ask the person to stop, making it very clear that their behaviour is unwelcome. It is recognised that this can be a very difficult step to take, so do take advice and support before taking this course of action, working out the best way to approach the person you are concerned about.
- Write a letter to the person you are concerned about. Make your letter polite, but clear about what has happened and how it has made you feel. State clearly that you want the behaviour to stop. Keep a copy of the letter.

You may wish to discuss your concerns with your manager, and you could give them permission to approach the person you are concerned about on your behalf. Be aware that once you have told your manager about your concerns, they have a responsibility for seeing that the problem is resolved, and even if they do not approach the person on your behalf they will be keen to support you to deal with it in another way.

Where you have tried informal approaches, or where the behaviour you are concerned about may represent serious misconduct, you may decide to make a formal complaint, in which case your concerns will be investigated thoroughly and a decision made about whether action should be taken against the alleged harasser. Address complaints to your line manager (or next-in-line manager if it is your line manager that you are complaining about).

Make sure you speak to someone if you have a concern about your dignity at work. For further advice see the Trust's Harassment at Work Policy and Procedure

### **Staff Training and Development**

The Trust publishes a Staff Training and Development Programme annually. The training and development opportunities set out in the programme have been put in place by the Staff Training Committee to respond to the training needs of staff as expressed in the personal development plans that all staff agree with their manager or Heads of Discipline each year. We hope that you will find courses and development opportunities that are of interest and which help you in your work and with your career plans. If your particular training needs are

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not provided for, please discuss these with your manager, or contact the staff training team in Human Resources to find out about other opportunities that may be available.

Along with all NHS organisations, the Trust is also required to train its staff in a range of topics in order to meet its duties under the NHS regulatory framework. More importantly we want to develop and support our staff to work safely and fulfil their potential at work. You will therefore see details in the staff training programme of the types of training that are mandatory in this Trust. Your co-operation in ensuring that you attend relevant mandatory training events is very important and is a condition of your employment.

#### [Appraisal and Personal Development Review](#)

All staff should have an annual appraisal and personal development review while they are working for the Trust. The purpose of the annual appraisal and personal development review is to ensure that each member of staff and their manager can jointly review performance, investigate areas for improvement and identify training needs, thereby facilitating professional development and giving staff the opportunity to improve and develop in their existing roles. Please contact Human Resources for a copy of the appropriate appraisal documentation

#### [Trust Employment Policies and Procedures](#)

The Trust operates a wide range of employment policies and procedures in support of its aims, all of which are designed to support staff in the workplace. They are all available on the staff intranet pages under Human Resources, and some of the most important are summarised here:

#### [Flexible Working Policy](#)

The Trust recognises the importance of staff having a healthy “work-life balance” in order to meet their work responsibilities and to have time for fulfilling lives outside work. The flexible working policy allows staff to change the way that their hours are worked, reduce the number of hours they work, or to have flexible working patterns such as term-time only working or annualised hours. In fact the Trust is consistently rated as one of the best in the country for meeting staff members’ requests for flexible working, a real plus about working here.

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### Career Break Policy

All staff with two years service in the Trust are entitled to apply for a career break of up to three years in duration, and to return to the same or a similar job in the organisation. Travel, voluntary work and further study are all permissible reasons to take a career break. The Trust is keen for staff to gain new skills and experiences which they can bring back into the organisation, and requests are agreed in most circumstances.

### Harassment Policy

As described in the Equality and Diversity section the Trust does not tolerate harassment, bullying or other forms of intimidation, and is committed to dealing with any issues that do arise promptly and effectively. This policy sets out the arrangements that are in place.

### Leave and Special Leave Policies

These policies set out the Trust's provisions for allowing staff to take leave to meet their particular needs outside of their normal annual leave entitlement. Look at these policies for details of the circumstances in which you may qualify for carer's leave, domestic leave, bereavement leave, maternity and paternity leave, study leave, time off in lieu, compassionate and leave for religious holidays, amongst others.

### Staff Training and Development Policy

This policy sets out the Trust's arrangements for ensuring that all staff have the opportunity to access training and development opportunities to help them realise their full potential at work. In support of providing a safe working environment for all, the training and development which has 'mandatory' status is also set out clearly. In this policy you will also see details of provision for sabbatical leave, and discounts on Tavistock and Portman trainings, conferences, and consultancy programmes.

### Sickness Policies

The Trust is committed to supporting staff that have health issues that affect their level of attendance at work, and these policies set out the arrangements for doing this. The Trust works closely with the Health and Work Unit at the Royal Free Hospital to understand whether there are sometimes adjustments (e.g. to role, to working hours) that can assist staff in the short- or longer term.

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## Staff Benefits

### Childcare Vouchers

If you pay for childcare you can make savings with the [Salary Sacrifice Scheme](#). The Trust has now set up a Salary Sacrifice Scheme for Childcare Vouchers with **Accor** open to all employees in established posts. The scheme allows you to make savings on your childcare costs and once you have joined the scheme it is a very easy to use. Please see Accor website for more details of the Salary Sacrifice Scheme for Childcare Vouchers on [www.childcarevouchers.co.uk](http://www.childcarevouchers.co.uk).

If you are interested in joining this scheme, or have any queries or need to ask anything, please speak to Amanda Hawke in Human Resources. We look forward to hearing from you.

### Eyecare Vouchers

If you use a VDU for a significant part of your normal work you are entitled to a free eye test. The Trust runs an eye care voucher scheme for eye tests and, in some cases, help towards the cost of spectacles.

If you think you are entitled to an eye test please contact Amanda Hawke in Human Resources for more details.

### Staff Advice and Consultation Service (SACS)

The field of mental health is one of the most stressful areas of work in the health service. It has long been recognised that the close contact all staff in mental health services have with the types of painful personal difficulties brought by our clients brings a particular enduring psychological stress. The problem is very significant and the associated costs, both human and financial are high.

In recognition of the increasing levels of stress and concerns for staff health and welfare, the Trust's Staff Advice and Consultation Service (SACS) allows all staff access to counselling services.

The consultations can address specific problems, offer help in making decisions, or give support in coping with crises such as bereavement, relationship breakdown or experience of trauma. In addition to dealing with psychological difficulties, the service can also provide support with a wider range of issues that can affect staff in their working lives, for example,

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financial, career or retirement advice. The consultation may also offer help in diffusing difficult situations at work or in dealing with workplace conflicts.

The consultation is for up to three sessions only. In the initial meeting an assessment is made of the nature of the difficulty and the need for more specialist or longer-term help. Each consultation varies according to the needs of the individual. In some situations staff may need help in accessing a more appropriate specialist service, for example for financial help or for longer term counselling or psychotherapy, whereas in some cases up to three advice sessions would be sufficient to address specific issues.

The service is run by members of the professional staff within the Trust. This mainly includes clinical staff all of whom are qualified psychotherapists, psychiatrists, psychologists or social workers with extensive experience in counselling and psychotherapy and from a variety of ethnic backgrounds.

Most staff will be able to self refer, but some staff members may use the service after a recommendation by others with the Trust. Such recommendations need to be made thoughtfully as it is essential that the consultation is entered into voluntarily.

[HR can provide a leaflet about this service on request](#)

### [Cycle to Work Scheme](#)

The good news is that more and more staff are cycling to work, with obvious environmental, health and financial benefits. The Trust participates in the national 'Cyclescheme' which means that you can go and get a bicycle and equipment for work purposes up to the value of £1,000. You pay this back through salary deductions in 12 monthly instalments in a very tax-efficient way. Contact Human Resources for more information, or see the 'Cyclescheme' website at [www.cyclescheme.co.uk](http://www.cyclescheme.co.uk)

### [Occupational Health Services](#)

Occupational Health Services are provided through the Trust's contract with the Royal Free Hospital Health and Work Unit (HWU). The role of the HWU is to act in an advisory capacity to both employees and managers to promote and maintain the highest possible level of health and safety in the work place.

The Occupational Health Service offers::

- Referral service for specialist advice if required
- Advice on work related health issues
- Infection control
- Health promotion
- Immunisation
- Work place visits for health monitoring
- Screening prior to appointment

Staff can access the Health and Work Unit directly. In certain circumstances managers may refer staff directly for advice about issues relating to staff members' health as it is affecting their attendance and performance at work. For further information contact the Health and Work Unit on 020 7830 2509/2510/2511 or the Trust's Human Resources department which works closely with the Unit.

### Pay and Pensions Advice

The Trust's Payroll and Pension Service is provided by University College Hospital NHS Trust in Euston Road. The staff named below will be happy to answer staff queries about pay and pension issues. In addition the Pensions Adviser makes regular visits to the Trust and you will be able to have a confidential appointment at these times to review your pension arrangements.

#### Salary or Pay Queries

Sue Lowen	Pay Clerk	020 7380 9787	Sue.lowen@uclh.nhs.uk
Steve Newington	Payroll Manager	020 7380 9793	Steve.Newington@uclh.nhs.uk

#### Pensions Queries

Sheila Higgs	Pensions Officer	020 7380 9547	Sheila.Higgs@uclh.nhs.uk
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### Sickness Absence Reporting

If you are unable to work due to sickness you must follow the requirements set out below:

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### Notification

As soon as you know that you will not be reporting for work, you should inform your immediate or more senior manager before 10am. Please then inform your manager on a daily basis, unless you have provided a certificate stating the expected period of sickness absence.

If you fall sick during annual leave, and produce a doctor's statement to that effect, you will be regarded as being on sick leave from the date of the statement.

### Certificates

Certificates are not required for the first 3 days of sickness absence. A Self-Certificate is required for between 4-7 days continuous sickness. Self-Certificates are kept by the department/clinic managers. A doctor's certificate is required from the 8th day of sickness.

**N.B. Continuous sick leave includes weekends and days not normally worked.**

### Trust Facilities

#### Car Parking and Cycle Facilities

Parking is available for staff at the Tavistock Centre as follows:

Underground Car Park (Guaranteed space):	£585 per year
Overground car park (no guarantee of a space):	£80 per year

Please contact Ashley Morse, Support Services Manager (extension 2201 or by e-mail) for further information and an application form. It is possible to pay monthly by direct deduction from your salary.

There are free cycle racks at the Tavistock Centre and the Portman Clinic.

#### Shower – Tavistock Centre

There is a shower situated on the ground floor of the Tavistock Centre and available to all Trust staff. The key may be obtained from the main reception.

#### Catering Services

There is a staff and student café on the 5th floor of the Tavistock Centre open from 8.00am to 6.00 pm. There are no catering facilities in the other buildings. There are vending machines

for food and drinks in the student common room on the ground floor of the Tavistock Centre, which is open at all times. Numerous water dispensers, and staff kitchens with fridges and microwaves for staff use are situated around the Trust.

#### Recreation Club at the Royal Free Hospital

Tavistock and Portman staff are eligible for membership at the Royal Free Hospital Recreational Club. As well a Fitness room, staff can make use of a wide range of facilities including: a Sports Hall, Swimming Pool, and Café/Bar as well taking part in other Health and Fitness Activities available at the Club. Details of membership fees appear on the Recreational Club Leaflet available by contacting Human Resources, or by contacting the RFH direct on 020 7830 2848, ext. 34077.

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## CLINICAL GOVERNANCE

Clinical governance is an integral part of everyday work within the NHS. It was first described in 'A First Class Service' (DoH 1998) as a 'framework through which the NHS organizations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical excellence in clinical care will flourish'. Since then a great deal of hard work throughout the NHS has gone into how best to put such a framework into practice.

At the Trust we take very seriously our responsibilities for seeking ways to continually improve patient care. The Medical Director, Rob Senior heads up clinical governance and he is supported by a Clinical Governance Lead in each Directorate:

### Clinical Governance Leads

Child and Family:	Caroline McKenna
Adolescent:	Limor Abramov
Adult:	Michael Mercer
Portman:	Jessica Yakeley

The Clinical Governance Committee meets regularly to review aspects of clinical practice and to monitor our compliance with national guidelines, to receive results of audit of practice and outcome monitoring, and to consider incidents that arise in the course of practice. In addition the committee, working through the leads at Directorate level, will consider and advise on the development of new policies and procedures that influence clinical practice, and actively support the updating of current policies and procedures to ensure they continue to meet the needs of practitioners, and remain up-to-date with best practice.

All staff in the Trust who are directly or indirectly involved with patient care have a role to play in ensuring the highest possible standards of care. There are a number of core policies and procedure documents that set out how we both address aspects of our clinical services and also monitor those practices. Clinical staff in particular should refer to the following documents all available on the intranet:

- Health Records Procedure
- Clinical Staff Sickness Procedure
- DNA Procedure
- Discharge and Closure Procedure
- Medicines Management

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## PATIENT AND PUBLIC INVOLVEMENT

“The involvement of patients, carers and the public in health decision-making is at the heart of the modernisation of the NHS.” Patient and public involvement in health: The evidence for policy implementation (Department of Health, 2004).

### Membership

As a Foundation Trust, we are a membership organisation, and are consistently striving to create a more patient-led NHS Trust. We are working to achieve this through engaging with the views of the local community and by encouraging people to become members of the Trust. Membership is free and as a member you will be represented by a Governor on our Board of Governors. Membership allows for anyone to give us feedback directly, through the Members’ Newsletter or their Governor, and influence the services provided by the Trust.

### Feedback

The Trust is committed to improving the feedback it gets from a full range of service users and presently does this through a variety of channels of communication which includes:

- [The Patient Survey](#) which is posted each September to all discharged patients in the previous six months to help us understand their experiences of the Trust’s facilities, appointment arrangements and therapy sessions.
- [The Children Survey](#) which is a child friendly survey placed in the Child and Family waiting room each February for children to complete to tell us what they like and don’t like about the building, the people who work here and their therapy sessions.

### PPI responses to feedback

Obviously getting feedback is only half the story. Being able to demonstrate we can act on the advice given to us is just as important. In response to feedback received we have:

- Updated the patient information leaflets and developed new information leaflets about the Trust as a whole and what we do, as well as a membership leaflet that highlights the importance of psychological therapies for mental health.
- Influenced the plans for the refurbishment of the Trust (when funds permit) and the plans for the catering facilities of the Trust to take into account patients, feedback.
- Organised for donations of popular children’s magazines to the Child and Family waiting room and for local adolescents’ art work to be displayed in the Adolescent Department.

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- Organised for one of the patient representatives on the PPI Committee to develop an information 'clinic' for new Adult Department patients.

### The PPI Committee

The Trust has a Patient and Public Involvement Committee, chaired by the Communications and PPI Lead, which brings together patient and public representatives, representatives from the Clinical Directorates and Directorate of Training and Postgraduate Education, and representatives from both the Board of Governors and Board of Directors. If you would like to become involved in the work of the PPI or have suggestions, please contact:

- Sally Hodges, Communications and PPI Lead
- Maggie Fagan, Child & Family PPI Lead
- Sarah Davidson, Adolescent PPI Lead
- Sally Davies, Adult PPI Lead
- Stephen Blumenthal, Portman PPI Lead
- Debbie Lampon, PALS

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## COMMUNICATIONS

The Trust has recently invested in communications, developing a Communications Department for the first time. The new Communications Department is responsible for a number of communication activities including the Trust's corporate image, media strategy and communication vehicles such as the members' newsletter, staff newsletter and website. The Communications Department also contributes to internal communications, stakeholder engagement and Trust events.

### Corporate Image

The Trust has a corporate identity that has been developed in collaboration with staff and other key stakeholders to ensure a consistent brand across publications, presentations, promotional materials, the website, letters, emails and business cards. All staff have a responsibility for ensuring that their communications fit with this identity. The Communications Department is available to give advice on adhering to the Trust's brand guidelines.

### Media strategy

The Trust's public profile is becoming increasingly crucial in the current NHS climate. Trusts have to compete not only against each other, but against voluntary organisations and the private sector and, in addition, patient choice will play an increasingly important role in the field of mental health. The Trust has a dedicated team of spokespeople who liaise with the media to raise the profile of the Trust, supported by the Communications Department. Contact us if you are interested in hearing more. If you are contacted by a media professional please ensure you field them to the Communications Department in the first instance, who will then decide how best to respond.

### Communications Committee

The Trust has a Communications Committee, chaired by the Communications and PPI Lead, which brings together staff representatives from all areas of the Trust to help to coordinate communications activity. If you would like to become involved in the work of the Committee or have suggestions, please contact the Department.

### Contact

Communications Specialist	Kathryn Tyler
Communications and PPI Lead	Dr Sally Hodges
Advice on readability of content	Susan Blackwell or Jane Delafons

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## INTRODUCTION TO THE DIRECTORATES

### Portman Clinic

The Portman Clinic offers psychotherapeutic help to adults, adolescents and children who are suffering from violent, delinquent or criminal behaviour, or, who through sexual impulses may feel compelled to act in a way that causes distress or harm to others or to themselves. The help provided by the Clinic consists of an assessment service and then, when appropriate, treatment offered through individual or group psychotherapy or psychotherapy with couples or families.

Referrals are accepted from professionals including GPs, psychiatrists, mental health professionals, social workers, probation officers, private counsellors, psychotherapists and lawyers; self-referrals are also accepted. The Clinic also provides risk assessments, court reports and consultancy to colleagues working with similar patients either in the community or in institutional settings, in London and nationally. The Clinic is a specialist centre offering assessment, treatment, training, consultancy and research in relation to forensic and anti-social personality disordered patients and the multi-discipline staff who are professionally charged to care for these patients.

The Portman Clinic, initially the clinical arm of the Institute for the Study and Treatment of Delinquency, was conceived in 1933 when a group of psychoanalysts began treating delinquent and criminal patients through psychoanalytic psychotherapy. Many of these patients were found to also be suffering from problems with disturbing sexual behaviour and experiences. Later, the clinic began treating such patients as a separate group since many did not necessarily fall into delinquent or criminal categories; in more recent years, patients who are violent have also been included.

In 1948 the clinic became part of the NHS and in 1994 it acquired Trust status when, together with the Tavistock Clinic, it formed the Tavistock and Portman NHS Trust. Most Clinic staff are of consultant status and are trained as psychoanalysts or psychoanalytical psychotherapists. To this specialised work the staff team bring their original core training as social workers, psychologists, psychiatrists, nurses or teachers, as well as their specialist further training in adult, adolescent and child psychoanalytic psychotherapy.

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The treatment offered by the Clinic aims to help patients function better in the community and thus communication and close co-operation with professionals in the community, who are involved with Portman Clinic patients, is a vital part of the Clinic's work.

### Child and Family Department

The Child and Family Department is the largest department in the Trust, as well as being the largest Child and Family service in the United Kingdom. It offers a comprehensive child, family and adolescent mental health service for the locality, and also takes referrals from a number of neighbouring boroughs. The Department comprises senior clinical staff, clinical trainees and administrative staff. Clinical staff and trainees are divided into teams (taking general cases) and specialist groups.

Patients are offered assessment and treatment in either one of the teams or one of the specialist groups. During assessment and treatment, clinicians and trainees liaise with a number of professionals involved with the case. Outside professionals include: GPs, Social Workers, Educational Psychologists, Teachers and Health Visitors.

The specialist services offered by the department include:

- Child protection and child care services
- Services for children with autism and their families
- Fostering and adoption work
- Under Fives' Counselling Service
- Long-term psychotherapy and work with parents
- Work with refugees
- Work with families experiencing chronic illness
- Work with families following divorce
- Work in community settings such as Education, Youth Offending and Sure Start

The Child and Family Department also manages the following services:

### Tavistock Children's Day Unit

Part of the Child & Family Department of the Tavistock Clinic is the Tavistock Children's Day Unit, situated in Daleham Gardens a short walk from the Tavistock Centre. This unit offers an educational service with psychotherapeutic input to very severely disturbed primary age

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children who cannot be accommodated in ordinary schools. The unit is housed in a large old house converted for school and therapy use.

#### Monroe Family Assessment Service

The Monroe Family Assessment Service in Daleham Gardens offers an assessment service for young families. The Monroe Family Assessment Service is managed by the Child and Family department of the Tavistock centre in partnership with NCH Action for Children. The unit is housed on the same site as the Tavistock Children's Day Unit in a small temporary building. The building is coming to the end of its useful life and the Trust is pursuing a plan to re-house it in a new purpose built structure on the same site.

#### Asian Service

This service may be accessed by families, children and adolescents from the Asian communities. The children and families referred are predominantly of Bangladeshi origin. Bengali-speaking clinical staff provide group, individual and family work both at the Tavistock Clinic and in community settings such as schools, GP surgeries and neighbourhood centres. The service also places an emphasis on working alongside other appropriate organisations. This may involve consulting on individual cases.

#### The Tavistock Outreach Project in Schools

This is an Outreach project in Camden primary schools providing an on-site service working in partnership with adults and professionals in a pupil's life.

The TOPS project provides a range of services including:

- Individual work with pupils
- Group work
- Work with parents
- Individual consultations to staff
- Work discussion group for staff
- Training
- Referrals to the Tavistock and Portman NHS Trust Monitoring and Evaluation

#### Peace of Mind/Deganaansha Maanka

This is an Outreach project for Somali children and families in Camden. Primary aims are to:

- Offer Awareness Days to Somali parents on a range of issues including child development, parenting, the workings of the education and health systems

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- Facilitate communication and establish a working partnership between parents and schools around the needs of individual children who are perceived to be in difficulty
  - Offer drop-in surgeries in community settings to parents and children who wish to talk about their worries and concerns
  - Offer culturally sensitive individual work, family work and group work
  - Undertake development work with existing statutory and voluntary agencies, raising their awareness of the needs of the community with a view to improving the community's uptake of these services
  - Offer training and support to Somali Community workers with a view to the early identification of children in difficulty

The Child and Family Department also makes a contribution to:

#### [The Learning and Complex Disabilities Service](#)

This is a specialist psychotherapy assessment and treatment service for children, adolescents and adults with learning and complex disabilities. It includes an assessment and treatment service for individual, family or group therapy individual, family or group therapy, as well as consultation and support for professionals dealing with complex cases.

#### [Adolescent Department](#)

The Adolescent Department offers a range of specialist mental health services to young people between the age of 14 and 21, who are facing emotional troubles or behavioural difficulties, either themselves, within their families or at school. Referrals are made by GPs or other professionals in Health, Education or Social Services. The service also accepts self-referrals or referral by parents.

The Department offers a multidisciplinary service. It is staffed by Child and Adolescent psychotherapists, psychologists, psychiatrists and social workers as well as administrative and clerical staff. There are around 50 trainees also providing clinical services for the department as part of their training.

Young people are offered detailed and extended psychotherapeutic and where necessary psychiatric assessment and treatment.

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The Department also offers consultation to parents of teenagers who are unwilling to accept referral. Treatment is in the form of individual psychotherapy, group psychotherapy, brief focal psychotherapy and family therapy.

The Department sees a wide range of problems. Some examples of the more specialist services we are able to provide include Brief Therapy Service, Eating Disorders Service, Looked After Children and Adoption Service, Trauma Service, a specialist group for sexually abused young people as well as providing an adolescent component of the Learning Disability service.

#### The Young People's Consultation Service

The Young People's Consultation Service (YPCS) is part of the Adolescent Department. It is a self-referral consultation service offering up to four meetings for adolescents and young adults between the ages of 16-30 who wish to discuss personal or emotional problems.

#### Consultation Service for Parents of Adolescents (CSPA)

The CSPA offers confidential consultations within the National Health Service. Parents are offered up to four meetings. The service is for those who are experiencing conflict or other emotional difficulties in their relationships between themselves and young people in the 13 to 23 age group.

#### Black Adolescent and Family Consultation Service

This Service, based in the Adolescent Department of the Tavistock Clinic, offers free and confidential consultation to black young people (age 14 - 21), individually and/or with their families, who are concerned about an emotional problem.

We offer up to 4 meetings of about an hour each aimed at helping our clients to gain a clearer understanding of the problem or difficulty they may have.

#### Adult Department

The Adult Department is the second largest department in the Tavistock Clinic and provides a range of outpatient services for people aged 21 years or over, in both one to one psychotherapy and in groups. Among the specialist services offered by the Department is a designated Trauma Unit which seeks to help adult survivors of traumatic events, a Couples Therapy Unit to support couples with relationship problems (regardless of marital status or gender) and the Fitzjohn's Unit for people suffering from more severe psychological

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disorders. The Department aims to provide a flexible and responsive service including therapeutic consultations and brief interventions for patients who are not in need of longer term help. Referrals to the Department are accepted from GPs, a psychiatrist or from other healthcare professionals.

The Department also trains professionals from the various mental health disciplines to practice psychoanalytic psychotherapy to the highest standards.

### **Department of Training and Postgraduate Education**

The Tavistock and Portman has a worldwide reputation for providing specialist mental health training for the public and voluntary sectors. The Directorate of Training and Postgraduate Education (DTPE) is the administrative directorate for training and education rather like a university registry. The directorate co-ordinates all the training activity of the Trust, has its own finance department, quality assurance department, information management of the student database and a team of course administrators. The directorate staff work collaboratively with the organising tutors and teaching staff (Trust staff and visiting lecturers) to guarantee that training is delivered to a high standard administratively as well as academically. The Trust has a commissioned national training contract managed by the London strategic health authority, in addition to two other contracts, and income from fees and other sources. In all training and education accounts for more than fifty percent of the Trust's total income. There are over 2000 students enrolled on more than 70 courses that take place mostly on a part-time basis.

The different areas of work consist of:

#### **Course Administration**

There are two course administration supervisors who line manage ten course administrators and two course administration assistants. Together they are responsible for the day-to-day running of all our training programmes

#### **Registry, Finance and Systems**

This team consists of a business accountant and three administrators who deal with all aspects relating to training finance including student admissions, course budgets, external teaching contracts and managing the student database.

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### Quality Assurance (QA)

The head of QA supported by the QA assistant maintain the Trust's links with our university partners and ensure that the quality of the teaching, the learning experience and the academic standards are maintained.

### University Partners

Many of the courses we deliver are accredited through one of our university partners (University of East London, is our largest partner, then the University of Essex and Middlesex University).

### Teaching Staff

The organising tutors (OTs) and teaching staff are practising psychiatrists, psychologists, social workers, nurses, psychotherapists or psychoanalysts who undertake their clinical work at the Tavistock as well as in other clinics, Trusts or therapeutic settings.

### Conferences and Continued Professional Development (CPD), Marketing and External Events

There are five members of staff in this department responsible for all the Trust's internal and external conferences and CPD programmes. They run the graduation ceremony as well as producing all the marketing and advertising material for DTPE and are responsible for publicising and administering public lecture series, patient and public involvement events and book launches.

### Tavistock Consultancy Service

Based at Centre Heights, the Tavistock Consultancy Service is the Trust's specialist executive organisational consultancy service; our understanding of organisations and our working methods are based on systemic and psychodynamic principles. We offer consultancy, facilitation, executive coaching, leadership development, conflict resolution/mediation, supervision and specialist training to clients in public sector, commercial and independent organisations. We help our clients to develop emotional intelligence, insight and ability to understand their impact on others, leading to a capacity for engaged and productive relationships at work. We believe that by addressing the emotional dimensions of organisational life and work we are able to promote effective and creative working practices that deliver improved job satisfaction and better mental health in the workplace.

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## Central Support Services

It is essential that the Trust's services are well supported. Central Services provide the following services to support the work of the Trust:

As the first point of call for most visitors to the Tavistock Centre, the Support Services team are on hand in the car park to help and advise people driving to the Trust. On entering the building our reception staff are able to assist with initial or general enquiries and to direct students, patients and visitors as necessary. Our front line staff know how important it is for visitors to feel looked after as soon as they arrive here.

This is a small Trust but has several off site buildings, which need to be supported by our Support Services team. They are able to ensure the smooth running of the sites including cleaning, safety, maintenance and other general services around the buildings which enable colleagues to provide the core Trust services.

Within Central Services we have a dedicated Administration Team who provide many services under the umbrella of General Office Services. All photocopying, laminating, scanning, binding etc are done within the general office and then returned to departments as requested. Also, within the general office, we offer cashier services which includes the patient travel reimbursement scheme, providing petty cash for departments and providing change where necessary. All postal services are provided by the general office, which include special services and deliveries. Medical doctors within the Trust are able to prescribe for patients and the Prescription Pads are held within this department. The General Office is also the keeper of all archived patient medical records, which are held in a secure environment with all file movement or destruction monitored and documented. We provide access to staff as necessary for referrals or record requests. In the latter case, requests are via the Director of Corporate Governance.

## Finance

The Finance team is based at the Centre Heights office, 137 Finchley Road: just next to the Subway sandwich shop, if you would like to come and visit us.

All payments to the Trust's suppliers are made through the Finance department. We are also responsible for securing payment from Primary Care Trusts and the other organisations who

commission the Trust's services. The procedures are set out in the Standing Financial Instructions which can be found on the Trust intranet. For example, staff must not buy things directly on behalf of the Trust; and must not issue sales invoices themselves. Please make sure you follow the rules, and ask if you are unclear, so that we can go on ensuring that the Trust gives and gets good value for money.

Payment of salaries is done by UCLH Foundation Trust, and their contact details are given in the HR section earlier in this Handbook.

Income and expenditure budgets are agreed each year, and the Management Accounts team report monthly to directors and managers on the actual results, so that variances can be investigated and action taken if necessary.

You can find a current contact list of Finance staff on the intranet.

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## TRADE UNION MEMBERSHIP

Trust staff are actively encouraged to join a union if they are not already a member. The Staff Side Chair gives a short presentation at induction events for new staff outlining the main benefits of membership and how we work in partnership with the Trust. When new staff join the Trust we also send out a welcome letter to introduce ourselves and to give you information on who to contact if you want to join or to seek advice or information on work- or welfare- related issues.

### Trade Unions in the Trust

There are currently 5 active trade unions recognised in this Trust (though 17 throughout the NHS) accounting for around half the workforce.

British Medical Association (BMA), UNISON and Unite (amalgamation of Amicus, GMB and TGWU) are the largest unions here and represent members of Managers in Partnership (MiP) and the Royal College of Nursing

The three largest represented unions have a number of elected or appointed representatives who participate in continuing learning and training events to ensure that you receive the best advice and information possible. Issues requiring more expert advice will always be referred on to full-time officials.

By working in Partnership with the Trust we aim to:

- Develop good working relations with the Trust
- Replace the old 'them-and-us' view of negotiation and bargaining
- Base discussions instead on common understanding, consultation, joint communication - aim for 'win-win' results
- Raise level of employee participation and motivation

All Trusts should be working in partnership across all workforce issues and partnership working is now embedded in the Agenda for Change agreement across all NHS including Foundation Trusts

### How do we work in Partnership?

Trade Union representatives are involved in a number of committees and working groups throughout the Trust.

These include the:-

- Joint Staff Consultative Committee (JSCC) and its sub-groups which is the main forum for consultation and negotiation between the unions and the Trust around any issues affecting the terms and conditions of employees of the Trust. As part of this Committee time-limited sub-groups also meet to discuss specific issues such as Trust policies
- Job Evaluation Group and panels - job evaluation (Agenda for Change) is a joint NHS trade union/employer agreement whereby all non-medical/non-dental posts within the NHS are evaluated based on a series of weighted factors. All posts within the Trust are jointly evaluated and any amendments to the process are discussed and agreed in partnership in the Job Evaluation Group.
- Foundation Trust staff governance. The Trust has a Trade Union governor who represents the interests of union members on the Board of Governors
- Health & Safety Committee - there are currently two representatives on this Committee who can raise any health and safety issue which affect members
- Staff Training Committee - ensures that members' needs are represented in relation to access to and provision of training and development as part of the Knowledge and Skills Framework and Continuing Professional Development
- Local Negotiating Committee (BMA) - a local area committee specifically aimed at representing medical and dental staff. Some issues may feed in to the Trust's JSCC.

#### What can we offer?

As well as representing you on all of these committees and groups we also offer:-

- Representation close at hand - in workplaces where there are active unions members are more likely to earn more, get equal pay, have more holiday entitlements, training, and maternity and parental leave, access to flexible working and more protection if your job is at risk.
- Support and advice which is provided in confidence - all representatives receive regular training and attend specialist events to keep up-to-date on workplace issues. We also have access to the specialist advice of senior full-time officials.
- A voice to campaign for a better future (of your job, your pension)
- Free legal advice
- Discounts on holidays and insurance
- Welfare benefits including debt advice and advice on accessing national assistance benefits

### How to contact us

Each trade union has its own appointed or elected representatives. The Trust's Staff Side Chair is Angela Haselton (UNISON) and she should be contacted in the first instance for information on joining the union or to put you in touch with other representatives if you are seeking advice. You can contact us by email or telephone. On Wednesdays and Thursdays we have access to an office in the Centre so if you need to meet with a rep in private we can meet you on one of these days

Achieved through:-

- Joint Staff Consultative Committee (JSCC)
- Agenda for Change Project Steering Group and its sub-groups
- Job evaluation panels
- Foundation Trust staff governance
- Health & Safety Committee
- Staff Training Committee (KSF, CPD)
- Improving working lives validators and facilitators

### Who to Contact

Amicus	Will Crouch (Adolescent Dept) Patricia Langton (Day Unit – Health and Safety rep) Heather Wood (Portman Clinic, AfC rep)
UNISON	Angela Haselton, Staff Side Chair (Library) Robin Bonner (Performance Directorate) Jane Delafons (Clinical Governance) Shirlee Hunte (Human Resources) Paula Shonuga (Adult Dept,)
BMA	Mary Murphy-Ford (C&F) Eilis Kennedy (C&F) David Simpson (Adult Dept)

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## LIBRARY SERVICES

The Trust is fortunate to have a well stocked speciality library to support mental health and psychotherapy training and services and is nationally recognised as a leading UK resource. The main disciplines covered are psychotherapy, psychoanalysis, psychiatry, clinical psychology, educational psychology, social work and the study of organisations.

### Membership and Opening Hours

The library is open to all permanent and contracted staff and fully enrolled students and trainees. We are on the ground floor at the end of the Seminar Room corridor. During term time we are open 9 am to 9 pm Monday to Thursday, and 10 am to 6pm on Friday. Reduced hours apply during the vacation periods.

### Inductions

The library offers 30-minute inductions and registration sessions for new members of staff. These are drop-in sessions held on a monthly basis. To find out the next induction time or to arrange an induction contact the Library on ext 2520 or email Kat Johnson (KJohnson@tavi-port.nhs.uk).

### Borrowing

Library members can borrow a maximum of 10 items at any one time. Some material is designated as reference only e.g. journals, dissertations and some books.

### Photocopying

Photocopying can be done via a cashless flexicard system. Blank flexicards can be purchased from the library counter and then charged up with coins. Some departments/courses have deposit accounts with us for photocopying. To set up an account, contact the Library on extn 2520 or email Theresa Callaghan (TCallaghan@tavi-port.nhs.uk).

### Electronic Services and Training

The library provides a number of its services via the Internet including: library catalogue; electronic databases; electronic journals. The library web address is [www.tavi-port.org/library](http://www.tavi-port.org/library). Information skills training is available. Contact Kat Johnson (kjohnson@tavi-port.org) for details.

### Reading Lists and Electronic Study Packs

The Library creates electronic study packs of core readings for all courses who want them. These are then put on the Trust's new Virtual Learning Environment – MOODLE. Contact the library for more details.

For all Library enquiries: call us on ext 2520

### Photocopying of Copyright Items

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In general terms licence no 1 (Higher Education Licence) covers all training activity and is operated by the Library. This licence deals with student course packs and related material. Please see library staff for further information.

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