

Director of Communications,
Engagement & Experience
North West Surrey Health and Care
Alliance

CANDIDATE PACK | 06 AUGUST 2021

PREPARED IN CONFIDENCE



Job Description and Person Specification

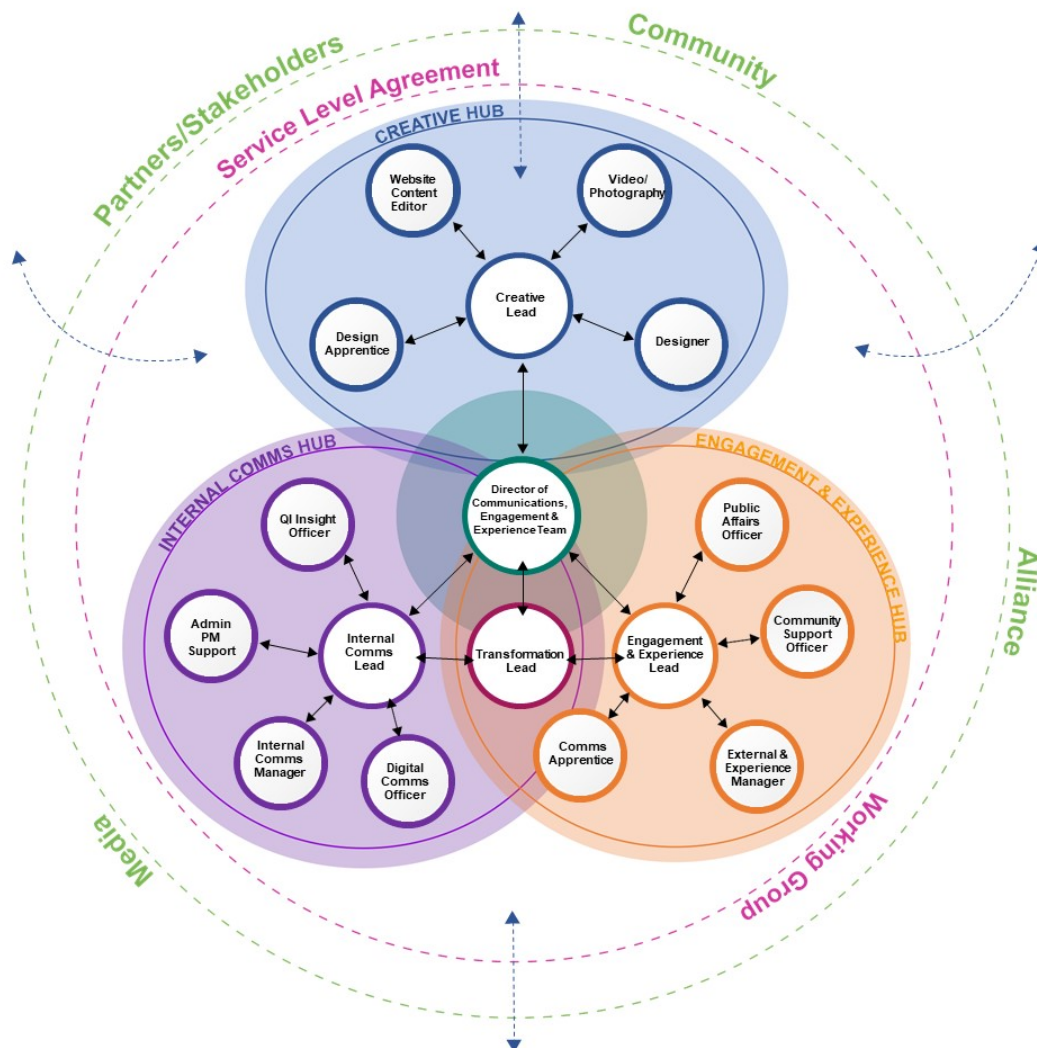
Job Title: Director of Communications, Engagement & Experience

Band: Band 9 (subject to Job Evaluation)

Location: Flexible working across partner organisations and virtual. Base at St Peter's Hospital, Guildford St. Chertsey, KT16 0PZ

Accountable to: North West Surrey Place Leader / Alliance Chief Officer

Responsible for: Communications, Engagement & Experience Team



North West Surrey Health & Care Alliance - Who we are

We are North West Surrey Health and Care Alliance - one of the largest public sector Alliances in the UK and we are taking a different approach to improving the health and wellbeing of the 380,000 people living across Elmbridge, Runnymede, Spelthorne and Woking.

By bringing together local health and care organisations we're using all our experience and know-how to improve the way we spend public money and making sure we take big decisions together for the benefit of local people.

What we do

We seek to tackle some of the most significant health and care challenges facing people in North West Surrey.

We believe we can achieve more by working together. We want to go further in joining up health and care services and considering all of a person's health, wellbeing and social care needs. This means investing our collective resources with a focus on prevention, the wider determinants of health outcomes and reducing health inequalities. Vital to our success is harnessing the skills, assets and goodwill of local communities to develop a culture of healthy living and supportive neighbourhoods.

We work to a single, shared set of goals to deliver excellent outcomes for local people, with a delegated budget and decision making to reduce duplication of effort and resources. Our vibrant team brings together a wealth of expertise with a shared vision to bring people the best holistic care through innovative solutions and a responsive and supportive culture for our staff.

Ashford and St Peter's Hospitals NHS Foundation Trust

ASPH is the largest provider of acute hospital services in Surrey, providing acute and planned inpatient and outpatient care for our local community of 380,000 people. We are a strong and ambitious organisation and we continue to build a talented clinical and non-clinical team with one common aim – to provide the very best care for our patients and their families. With a strong commitment to staff health and wellbeing, providing continuous professional development, staff benefits and flexibility to shape our workforce around our patient care.

Along with partners across North West Surrey, the Trust has now signed the NWS Integrated Care Partnership Alliance.

1. Job Summary

Leading Innovation in Communications, Engagement and Experience

The Director of Communications, Engagement and Experience will be a key member of the senior leadership team, providing strategic communications and engagement advice and support to a diverse range of colleagues as the collaborative further evolves. The role will lead these vital functions across both Ashford & St Peter's Hospitals NHS Foundation Trust (ASPH) and the broader North West Surrey Health & Care Alliance

The post holder will develop a leading, innovative and dynamic team, inspiring confidence and promoting a culture of collaboration and continuous learning, that expands the traditional model of NHS communication and engagement functions. The role will lead the co-design of an innovative and captivating communications and engagement strategy for ASPH and the Alliance. Creating a narrative that is clear and compelling, and make all partners and colleagues feel motivated, engaged and inspired. It will be key to involve patients and carers and to work together effectively with our stakeholders and partners across the partnership to achieve this whilst building the profile of ASPH and the Alliance nationally and internationally.

As the Director of Communications, Engagement & Experience for ASPH and the Alliance, the post holder will drive innovation beyond the traditional remit of NHS communications functions, specifically the role will:

- Build a team of the best talent, with the skills and capabilities to effectively communicate in a modern, fast paced environment.
- Utilise and develop new approaches to communicate and engage with our patients, the wider public and our staff creating more sophisticated ways of targeting key messages and optimising multi-media channels.
- Take a leading role in understanding, designing and improving the experience of people who interact with our services, with a strong customer service focus.
- Create and build the interlinked brands of ASPH and the Alliance with a key focus on building a strong collective identity for staff across all Alliance partners and shifting to a partnership mind-set across individual organisations.
- Build the profile of both ASPH, the Alliance and their work in the widest external context, developing an effective marketing and communications strategy.
- Act as a key conduit shaping ASPH and Alliance plans and delivery into key messages and a genuine two-way dialogue with staff.
- Lead the production of key plans and documents for an external audience, including for assurance and regulatory purposes.
- Be a member of the ASPH and Alliance Leadership Teams, providing strategic communications and engagement counsel for the teams and beyond, on key communications, consultations, media relations and engagement plans and to have a key role in managing reputational and media issues across both ASPH and the partnership.

- Lead the development and implementation of the Communications and Engagement Strategies for the Alliance and ASPH.
- Lead and develop an award winning Communications and Engagement function, and accountable for the performance of the team against key deliverables.
- Lead the development and implementation of an effective suite of systems, processes, tools and channels to deliver the strategies above.
- Develop and maintain an efficient, effective and professional function capable of delivering high quality engagement activity and advising/influencing ASPH and Alliance senior management teams, wider partners and departments to ensure appropriate levels of engagement.
- Ensure the delivery of a high-quality communications and engagement service to ASPH and the Alliance including:
 - Internal communications and staff engagement
 - Patient and community engagement
 - System marketing and professional/industry positioning
 - Media relations and reputation management
 - Strategic communications and engagement insight, advice and planning
 - Stakeholder and public affairs management
 - Social, campaign and digital management
 - Branding identity and production of high quality plans, reports and documentation
- Manage the relationships with critical stakeholders, working collaboratively with communications and engagement leads across ASPH, the Alliance and the wider Surrey Heartlands system ensuring alignment and consistency and an open 'no surprises' approach.
- Act as a key link and lead a partnership approach with communication/engagement colleagues from local government partners.
- Serve as the key communications link for local partners into Surrey Heartlands ICS, national and regional working groups and act as the link for external communications.
- Introduce effective systems for horizon scanning, internally and externally, ensuring that potential risks or issues are identified at an early stage and action taken to respond in a timely and effective manner.
- Accountable for leading and managing effective and proactive strategic stakeholder management/ public affairs to ensure partners are engaged and have the opportunity to shape and determine the ASPH and Alliance strategic direction.
- Develop new techniques to build genuine engagement with local communities and citizens including the ability to gain and synthesize input, and collaboratively design services.
- Develop an effective system of internal communications and engagement, ensuring the Alliance and ASPH are able to provide, receive and act upon information from staff through a variety of means.
- Lead the negotiation, management and evaluation of any contracts with external suppliers providing communications and engagement services to the system. Management of related budget and expenditure.

2. Key Working Relationships

The post-holder will be responsible for building key relationships with patients, partner organisations, employees, stakeholders, regulators and communities, as well as local and national stakeholders, the media, policy makers, opinion-formers and the public. The post-holder will have regular contact with internal and external stakeholders, engaging with them over sensitive, complex, contentious and confidential issues.

Key relationships include but are not limited to:

- Alliance and ASPH Board members and partner organisations executives
- ASPH and the Alliance Leadership team, divisional leaders, clinicians, governors, non-executives and other internal stakeholders
- Local communities and representative groups
- Surrey Heartlands System Board (and future ICS Boards)
- Regional and national communications teams at NHSEI
- Surrey Health & Wellbeing Board
- GP practices and PCNs in North West Surrey (and wider footprints when required)
- Patient/population participation and stakeholder reference groups in Surrey Heartlands (and wider footprints when required)
- Neighbouring or partnering NHS organisations and ICSs
- Surrey MPs
- Local Councillors
- Surrey County Council – in particular Adult & Health Scrutiny Committee
- Borough Councils
- Healthwatch Surrey
- Community, Voluntary and Faith Sector Organisations
- Local press and media
- Product and service suppliers

3. Key Accountabilities and Responsibilities

Strategy, service development and quality improvement

- Accountable for leading the development of a strategic approach to communications and engagement on behalf of ASPH and the Alliance, reflecting our vision and values and supporting our aims and objectives.
- Accountable for ensuring delivery of a high-quality communications and engagement service to ASPH and the Alliance including:
 - Strategic communications and engagement advice and planning
 - Community and citizen engagement and co-design across ASPH/Alliance footprint
 - Stakeholder and public affairs management
 - External profile and marketing
 - Planning and assurance activities
 - Social, campaigns and digital marketing
 - Content and media management
 - Internal staff communications
 - Branding and corporate identity

- Responsible for managing, planning and prioritising the work of the wider communications, engagement and experience team, ensuring a consistent approach to the overall aims of the Alliance and ASPH.
- Accountable for planning and leading communications and engagement activities associated with formal and informal engagement and consultation.
- Lead development and implementation of clear communications and engagement strategies to support the delivery of key strategic change programmes and other local priorities of ASPH and the Alliance.
- To ensure effective evaluation of all communication and engagement campaigns/strategies to ensure learning, return on investment and to inform future plans.
- To identify opportunities for innovation and improvement and to embrace new ways of working.
- As the senior communications professional, provide expert strategic communications and engagement advice to senior leaders across the Alliance, ASPH and partner organisations.

Internal communications

- Accountable for the overall delivery of an effective programme of internal communications across the Alliance and ASPH, ensuring staff feel valued, listened to and that their feedback is acted on, contributing to the development of an inclusive and compassionate culture.
- Responsible for the overall branding, tone, quality and accuracy of all internal communications across ASPH and the Alliance, supporting other senior managers in their communication and engagement responsibilities.
- Responsible for the overall delivery of an effective communications and engagement programme across ASPH and the wider Alliance workforce, working closely with other comms leads to ensure a coordinated and consistent approach, in particular supporting staff to understand the wider context in which they are working.
- Responsible for system-wide delivery of communications and engagement to support the local People Plan, the BAME Alliance and other system wide staff programmes.

External communications including media relations

- Responsible for building a strong external reputation, brand and identity locally and nationally for the Alliance and ASPH, helping position ASPH as the largest provider of acute hospital services in Surrey and the Alliance a partnership of leading organisations, through keen oversight of system narrative and storytelling, messaging and maximising public relations opportunities.
- To ensure that ASPH patients and local citizens across the Alliance footprint are appropriately and proactively informed of developments, including the public health agenda, service developments and integration, new ways of working, commissioning intentions and annual reporting.
- To represent/present the Alliance and ASPH at stakeholder events as required.
- Responsible for development of a clear media strategy and act as the Alliance and ASPH strategic lead for all media relations, including in relation to highly contentious and challenging matters, ensuring that local teams have in place pre-emptive media handling plans and strategies – ensuring a consistent approach and upholding the wider reputation of the NHS.
- To maintain an oversight of all media coverage for the Alliance and ASPH, and keep abreast of national media reporting and tone generally, and to maximise opportunities for positive media coverage.

- To be responsible for ensuring that Directors and Senior Managers are trained and equipped to provide a media response which is in line with the values and messages of the Alliance and ASPH.
- To ensure the function provides a proactive and professional media relations and issues management service, providing both counsel and operational support to staff at all levels across the system.

Digital Media and Marketing

- Taking lead responsibility for pro-actively developing a digital media strategy and applications in support of the work across the Alliance and ASPH, enabling professional, fast, interactive and innovative solutions to reach a wide and diverse audience – trialling new platforms and using insights to further target messaging, particularly in support of less engaged audiences.
- Develop creative and innovative social marketing campaigns to support key objectives.
- Lead on development of a web strategy; responsible for oversight of all ASPH and Alliance related websites/intranet ensuring content is engaging, up to date and reflects the vision, aims and objectives of the partner organisations.
- To ensure that newsletters and briefings are adaptable to digital media and to procure appropriate tools in accordance with relevant procurement policy.

Patient and Public Engagement, experience, Involvement and Co-production

- Lead responsibility for ensuring a robust citizen-led approach to transformational change across the Alliance through a programme of deliberative research, involvement, inclusion and co-design and act as champion for this strategic approach across ASPH and the Alliance.
- To apply a range of engagement and consultation methods and approaches (including focus groups, online surveys, citizen panels, and digital media) in the development of such engagement and involvement plans.
- To ensure our engagement is effective and accessible to all groups and communities, paying particular attention to those less engaged communities and supporting our health equalities agenda, in particular working with local leaders and influencers to broaden our reach.
- Develop systematic communication and engagement processes within ASPH and the Alliance to capture feedback to inform strategic decisions and improve the quality of services (including as part of key transformation activity).
- To support local leaders to develop a local engagement approach that reflects the needs and diversity of the various localities that make up the Alliance/ASPH footprint
- To ensure that insights from citizen-led research and direct engagement activities are reflected in wider communication and engagement plans, activities and support commissioning intentions and plans.
- To chair stakeholder reference and patient and public engagement groups as required, building strong collaborative relationships.
- Accountable for the fulfilment of the statutory duty to involve, and the Public Sector Equality Duty, and in particular to ensure that specific statutory requirements relating to public consultation are fully discharged.

- On the statutory duty to consult and involve:
 - To take the lead role in developing materials for formal consultation adhering to current legislation and ensuring organisations meet statutory obligations.
 - To provide expert advice to the organisation on consultation vs engagement requirements
 - To proactively develop relationships with overview and scrutiny partners so that constructive approaches are established to facilitate service change.

Stakeholder Management and Public Affairs

- To act as a key senior contact and source of information/messaging for local stakeholders, proactively managing relationships with SCC Adult & Health Scrutiny committee, MPs, councillors, Healthwatch Surrey, the VCFS sector and others.
- To horizon scan key issues pertaining to local stakeholders, with a broad awareness of key issues of concern.
- Overall accountability for developing stakeholder management plans for key issues, to include development of key messaging and handling plans.
- To oversee the establishment of a programme of regular face to face briefings with key stakeholders, including MPs, councillors, SCC Adult & Health Scrutiny committee.
- To ensure responses to FOIs, parliamentary questions, and other enquiries with reputational impact and/or subject to high media scrutiny are drafted articulately and in line with key messages.

Event Management

- To oversee event management to ensure that each corporate event reflects the objectives agreed by the ASPH and Alliance leadership team, is appropriate for the specific circumstance and that, where necessary, external support is provided paying regard to procurement policy where applicable.
- To formally evaluate all events against the objectives agreed and to ensure that events are documented according to the requirements such as statutory obligations or local informal engagement.

Financial Management

- To be responsible for using the communications and engagement budget of ASPH and the Alliance, seeking best return on investment at all times.
- To be responsible for adhering to the agreed annual budget, ongoing monitoring of expenditure against budget and ensuring appropriate documentation is available for scrutiny.
- To ensure compliance with standing orders and standing financial instructions.
- To strive for value for money and efficiency in the use of public money.

Leadership and People Management

- To provide leadership and direction to the communications, engagement & experience team, creating a climate of collaboration, creativity and innovation and high performance.
- To lead the professional development programme for the team, including talent management, supporting the team to grow and innovate and develop different skill mixes to enhance delivery.
- To forge positive working relationships with communication and engagement teams across the Alliance and wider organisational boundaries within the NHS, local government and third sector, using a range of levers in the absence of direct line management, where appropriate.
- To contribute, with other senior managers, to the development of a healthy and positive culture across the Alliance and ASPH.
- To lead the recruitment and development of staff within the Communications, Engagement and Experience team, including undertaking appraisal and personal development and, where appropriate, progressing any disciplinary or capability issues.

Person Specification

Director of Communications, Engagement and Experience

The following information should be reflected in the supporting evidence when applying for the role, applicants must demonstrate experience by giving specific examples of where they meet the **essential** criteria within the person specification table below.

Factors	Essential Criteria
<p>Knowledge, training and experience</p>	<p>Educated to Masters level in relevant subject or equivalent level of experience of working at a similar level in specialist area</p> <p>Extensive knowledge of communications and stakeholder engagement, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to masters level equivalent</p> <p>Significant evidence of continued professional development</p> <p>Expert knowledge of public relations strategy, media relations, communication, journalism and other similar relevant fields.</p> <p>Proven experience of leading and delivering complex change and strategy development programmes in a politically sensitive and complex environment</p> <p>Broad range of senior management experience within the NHS in communications environments.</p> <p>Proven experience of working collaboratively and delivering results with a range of external and public organisations, including local authorities, government agencies, voluntary and independent sector</p> <p>Understanding of the impact of health inequalities and wider determinants of health on the population, and commitment to tackling them</p> <p>Proven and significant leadership experience across major change programmes, ideally including formal consultation</p> <p>Understanding of the ambition and vision of ASPH and the Alliance</p> <p>Experience of complex matrix working to develop and deliver effective communication and engagement strategies</p>

	Up-to-date understanding of best practice in relation to strategic and operational communications and citizen engagement
Communication skills	<p>Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations</p> <p>Outstanding ability to provide and receive, convey and present highly complex, sensitive and/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement</p> <p>Ability to communicate articulately and credibly with internal, external, clinical and non-clinical stakeholders effectively</p> <p>Extensive experience of delivering presentations to large groups of stakeholders in very high pressured and politically sensitive environments</p> <p>Sophisticated presentation skills with the ability to convey key messages/ highly complex concepts to different, potentially hostile audiences in appropriate formats, including politically sensitive environments and/or at a very senior level</p> <p>Ability to negotiate on difficult and very complex and detailed issues</p>
Factors	Essential Criteria
Analytical skills	<p>High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner</p> <p>Ability to analyse numerical and written data, assess options and draw appropriate conclusions</p> <p>High level critical thinking skills and ability to respond to sudden demands</p> <p>Ability to develop, maintain and monitor information systems to support innovation initiatives</p> <p>Ability to carry out evaluation of highly detailed, high value contracts that require analysis and assessment.</p>

	<p>Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate</p> <p>Strategic thinking with ability to anticipate and resolve problems before they arise.</p>
<p>Planning skills</p>	<p>Ability to plan and organise a broad range of complex activities, formulating and adjusting to changing circumstances</p> <p>Leadership, vision, strategic thinking and planning with highly developed political skills</p> <p>Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly</p> <p>Experience of managing and prioritising a large budget</p> <p>Experience of project and programme management techniques and tools such as Prince 2 or Managing Successful Projects</p> <p>Works with stakeholders to develop performance improvement plans and to develop innovate plans and improvements</p> <p>Good use of available information sources to enable efficient and effective planning</p> <p>Ability to work under pressure in a fast-paced environment</p> <p>Demonstrably involves patients and the public in their work</p>
<p>Autonomy</p>	<p>Provides assurance from own self confidence of being capable to manage own workload and make informed decisions, even when paving the way when there is no defined answer</p> <p>Ability to act without delay, make decisions autonomously, when required, on difficult issues</p>

<p>People management skills</p>	<p>Demonstrable ability to create and manage effective and integrated teams, with strong and supportive line management.</p> <p>Inspirational team leader</p> <p>Ability to delegate effectively</p> <p>Ability to work effectively between strategic and operational activities where required</p> <p>Ability to manage relationships with a range of different stakeholders</p> <p>Skills for delivering results through managing through others and using a range of levers in the absence of direct line management responsibility.</p>
<p>Technical skills</p>	<p>To be technically savvy and have a knowledge of Microsoft Office with advanced keyboard skills.</p>
<p>Equality, diversity & inclusion</p>	<p>Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda</p> <p>Demonstrates valuing diversity and difference, with the ability to operate with integrity and openness.</p> <p>Strong self-awareness of emotional intelligence, biasness and personal triggers with cultural sensitivity and awareness.</p>

This job description and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager. The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the department and the organisations.

Equality & Diversity

The organisation is committed to achieving equality of opportunity for all staff and for those who access services. You must work in accordance with equal opportunity policies/procedures and promote the equality and diversity agenda of the organisation.

Health & Safety

The organisation recognises its duties under the Health and Safety at Work Act 1974 to ensure, as far as it is reasonably practical, the Health, Safety and Welfare at Work of all its employees and, in addition, the business of the organisation shall be conducted so as to ensure that all individuals having access to organisational premises and facilities are not exposed to risk to their health and safety. All staff under contract will be expected to comply with all appropriate Health and Safety policies and ensure all statutory and mandatory training is up to date.

Risk Management

All staff will follow risk management policies and procedures at all times. All staff are personally responsible for risk management issues in respect of yourself and colleagues. If you identify a potential hazard you should report it to your manager / supervisor at once using the organisational incident reporting process. If in doubt you should speak to your manager for guidance.

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested, to co-operate with any investigation undertaken. All staff must use the safety equipment provided, and report any defects to their manager. You must attend risk management training as directed by your manager. If you are a manager or have line management responsibilities for staff, a department or area of work, you are responsible for the risk management issues in that area. In conjunction with risk management you will ensure that there is an annual risk management audit in your area, risks are identified on the local risk register and that where necessary, an action plan eradicating risks is drawn up and implemented.

Protection of Children and Vulnerable Adults

All employees have a duty for safeguarding and promoting the welfare of children and vulnerable adults. Staff must be aware of the organisational procedure for raising concerns about the welfare of anyone with whom they have contact. The organisation believes that it is always unacceptable for a child, young person or vulnerable adult to experience abuse of any kind and recognises its responsibility to safeguard the welfare of all, by a commitment to practice which protects them.

Clinical Governance

The CGG promotes an open, learning culture ensuring appropriate governance systems and processes are in place to support and develop this culture. The post holder is responsible for ensuring that they are aware and compliant with the CCG's policies and procedures that govern their work; and if something goes wrong, they have an obligation to report it so lessons can be learned from mistakes, incidents and complaints

If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a senior member of management.

Infection Prevention and Control

The organisation is committed to reducing Healthcare Associated Infection. All employees are expected to comply with Infection Prevention and Control Strategies. All organisation staff are responsible for protecting themselves and others against infection risks and ensuring a clean safe environment is maintained. All staff regardless of whether clinical or not are expected to comply with current infection control policies and procedures and to report any problems with regard to this to their managers. All staff undertaking patient care activities must attend infection control training and updates as required by the organisation.

Policies and Procedures

Employees are expected to follow organisational policies, procedures and guidance as well as professional standards and guidelines. Copies of policies can be accessed via the staff intranet or external website or via your manager. The organisation operates a policy which promotes a smoke free environment.

Appraisal and Personal Development

The organisation is committed to lifelong learning for all staff and has put in place an appraisal and development infrastructure.

All employees have a responsibility to participate in an annual appraisal with their line manager and to identify performance standards for the post. As part of the appraisal process employees have a joint responsibility with their line manager to identify any learning development needs in order to meet the agreed performance standards.

Information Governance

It is a contractual requirement for the post holder to ensure that as a minimum they acquire the necessary skills to implement good practice in all matters relating to information governance and in particular data which can be attributed to an individual.

The post holder must adhere to information governance policies and procedures including the Data Protection Act, Caldicott principles, NHS Code of Confidentiality,

Records Management, NHS Code of Practice Parts 1 and 2

Managers have a responsibility to ensure that their staff are equipped with the necessary tools to use in the implementation of information governance.

Records Management

The post holder has a responsibility to adhere to the standards defined within policies in the creation, use, closure, retention, and disposal of records. The types of record held may consist of patient or staff records, administrative records, photographs, microfiche, audio and tapes, e-mails, electronic and scanned records and text messages.

Data Quality

The organisation is committed to producing relevant and reliable data and information to support decision making, manage performance and provide evidence to demonstrate compliance with CQC standards. The post holder is responsible for ensuring any data and information recorded by the individual complies with the Data Quality Policy.

Partnership Working

The organisation is committed to partnership working and staff involvement, underpinned by the values of openness, trust, staff involvement, development, diversity at work, commitment to modernisation and delivering the highest standards of performance.

Equal Opportunities

The organisation is committed to respect for others (staff and patients), equality of opportunity and diversity in the workplace. All managers and staff must know what is expected of them and are responsible for ensuring that this is delivered in practice in their day to day working lives. The organisation will not tolerate any forms of bullying or harassment in the workplace.

Financial Instructions

Budget management and control is an element of each member of staff's job description where they are designated as being budget holders. The post holder must comply with the Financial Standing Orders, Standing Financial Instructions and Scheme of Delegation as appropriate to this role.

Be the
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