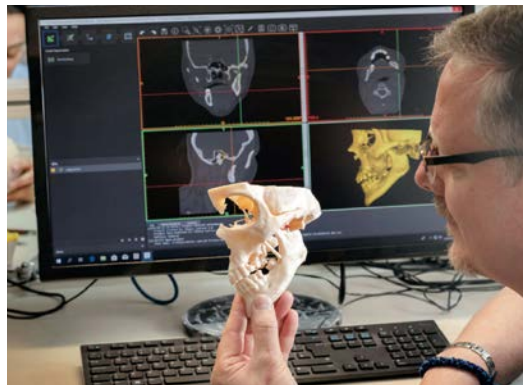




**St George's
University Hospitals**
NHS Foundation Trust



Assistant Director of Estates

Candidate information pack

January 2024



Welcome

We are seeking a new Assistant Director of Estates

St George's University Hospitals is one of the country's principal teaching hospitals – with more than 9,000 staff – and yet retains a deep sense of community. We have strong links with the local populations we serve whilst being recognised nationally and internationally as a leader in research and innovation.

As we evolve, our estate will need to be both an enabler and driver for change, supporting the delivery of our current and future strategic objectives. It is our ambition for the estate to enhance the delivery of outstanding and compassionate healthcare for our staff, patients, visitors, and communities through a flexible, therapeutic, sustainable estate that harnesses the power of digital technology, and embraces net zero carbon.

To do this, we will need to make the right investment decisions at the right time. Against this backdrop, there is no better time to join us.

If you would like to have an initial conversation, please contact our recruitment partner, **Brendan Davies**, at Hunter Healthcare on **07585 356985** or by email at **bdavies@hunterhealthcare.com**



About the Trust

Since the opening of the original St George's Hospital on Hyde Park Corner in 1733, St George's has built an international reputation for quality of care, education, research and medical advances.

Our main site, St George's Hospital in Tooting – one of the country's principal teaching hospitals – is shared with St George's, University of London, which trains medical students and carries out advanced medical research. St George's Hospital also hosts the St George's, University of London and Kingston University Faculty of Health and Social Care Sciences, which is responsible for training a wide range of healthcare professionals from across the region.

Our organisation is large – with more than 9,000 staff – but retains a strong sense of community.

We have strong links with the populations we serve but are also recognised nationally and internationally for being a leader in research and innovation. This enables us to attract staff from all over the world.

Nine years ago, in February 2015, St George's became an NHS Foundation Trust. As the largest healthcare provider in south west London, our two hospital sites at St George's Hospital and Queen Mary's Hospital in Roehampton serve a population of 1.3 million.



As a provider of many tertiary services, such as neurosciences and paediatric medicine, we also offer care for significant populations in Surrey and Sussex, totalling around 3.5 million people. Even further afield, we provide care for patients from across the south west of England in specialties such as complex pelvic trauma.

Other services are even more specialist, and our family HIV care service and expertise in bone marrow transplantation for non-cancer diseases mean we treat people from across the country.

St George's is one of the four major trauma centres for London, and home to hyper acute stroke and heart attack centres. We operate one of London's four helipads, which means we treat some of the most unwell and severely injured patients from across the south of England.

We are a major centre for cancer services: St George's Hospital is one of only two designated children's cancer centres in London, and the seventh largest centre for cancer surgery/ chemotherapy in London.

We are one of London's largest children's hospitals, with one of only four paediatric trauma units in the city region. St George's Hospital also hosts the only paediatric intensive care unit in south west London. We are one of the top three centres for specialist paediatric surgery in London, and a centre of excellence in foetal medicine.



Our strategy

The NHS is facing and will continue to face many pressures as we emerge from the Covid-19 pandemic and our estate needs to be fit for purpose for the 'new world' to support clinical delivery effectively. However, ensuring a safe and sustainable environment, maintaining our facilities, and delivering excellent services will always be at the core of what we do in estate management.

In the future, our estate will need to be both an enabler and driver for change, supporting the delivery of our current and future clinical and other associated Trust strategies and strategic objectives.

It is our ambition for the estate to enhance the delivery of outstanding and compassionate healthcare for our staff, patients, visitors, and communities through a flexible, therapeutic, sustainable estate that harnesses the power of digital technology, and embraces net zero carbon. To do this, we will need to make the right investment decisions at the right time.

Our Estates Strategy builds on our key Trust documents such as The Trust's Clinical Strategy, collaborative documents such as the Wandsworth Borough Estates Strategy, and it addresses the challenges set by the NHS Long Term Plan by capturing the Trust's future plans for the estate.

Our strategy commits the Trust to fulfil our ambition of providing, developing, and maintaining a more efficient, better maintained, high quality, sustainable and flexible estate that has high levels of utilisation. It provides a framework to deliver an overall estate vision that supports the delivery of corporate and clinical aims, as well as those of the wider healthcare system and partners.

For more information on our strategy, please download it [here](#).



Our Green Plan

The NHS recently launched its commitment to delivering a Net Zero Health Service, recognising that climate change poses a major threat to our health as well as our planet.

The NHS recognises that the environment is changing, that change is accelerating, and this has direct and immediate consequences for our patients, the public and the NHS.

We at St George's are committed to delivering our contribution to the net zero plan and to adopt the broader principles of sustainable development.

Our Sustainable Development Green Plan (Green Plan) forms a key first step in helping us develop a sustainable healthcare strategy. Working in tandem with our new Estates Strategy it helps us to identify carbon, financial and waste savings as we look to grow and improve our estate.

Our Green Plan outlines key work streams that will contribute to the continuous improvement of sustainability across St George's and set us on our way to net zero. It requires Trust-wide awareness and contributions to become a success. We owe it to future generations to ensure that we deliver this plan. For more information, please see our Green Plan [here](#).



St George's, Epsom and St Helier Hospital Group

After years of collaboration and creating closer working ties, Epsom and St Helier University Hospitals NHS Trust and St George's University Hospitals NHS Foundation Trust formed a hospital group. Jacqueline Totterdell was appointed Group Chief Executive in August 2021.

Gillian Norton, is chair of both Trusts and took up the role as Chairman in Common in 2019.

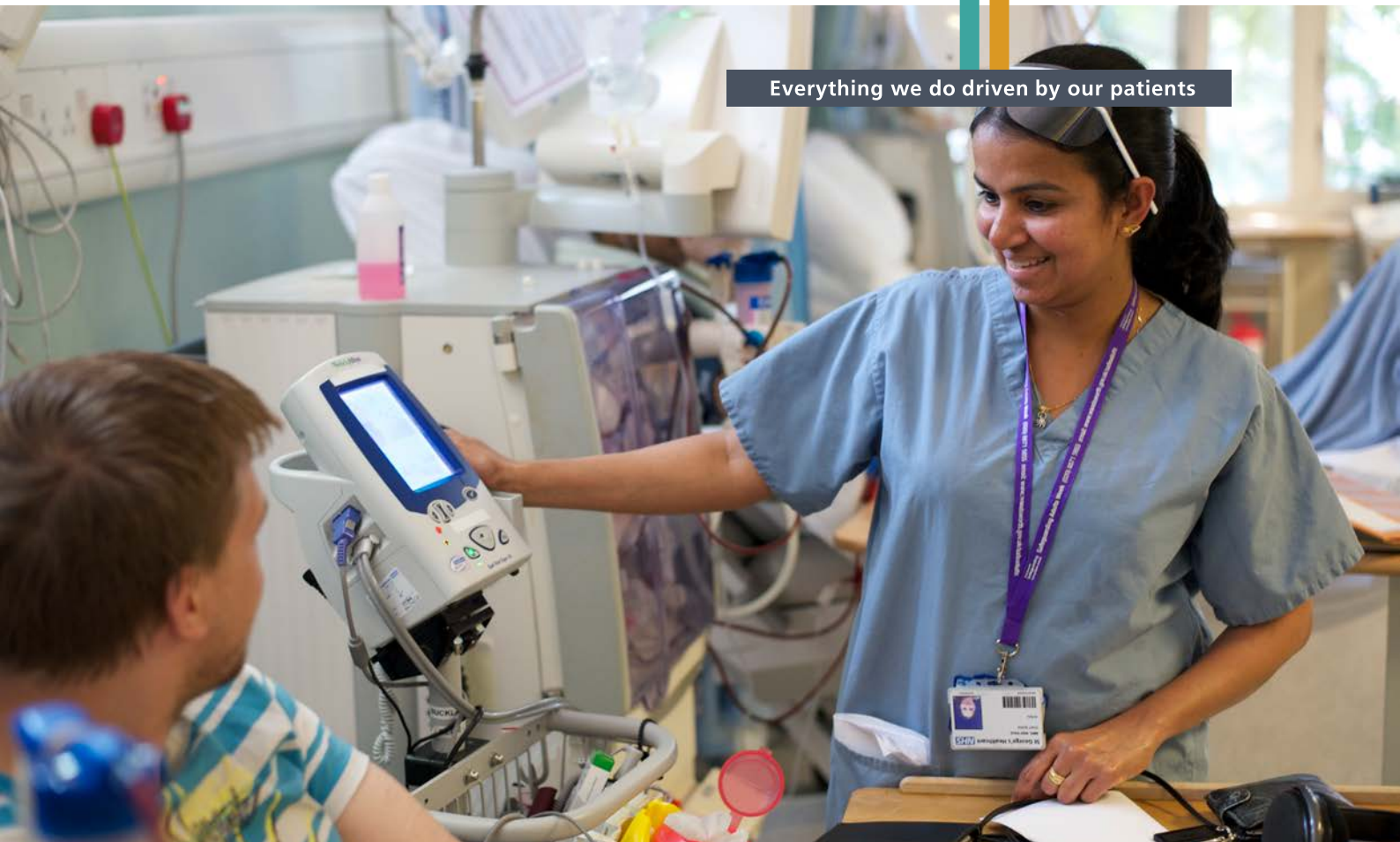
Working as a hospital group allows for more joined-up decision making for the benefit of local people, a larger and more resilient clinical workforce, reduced variation in levels of care, and more access to a wider range of services for our patients.

Epsom and St Helier and St Georges remain two separate Trusts but with one executive team enabling us to work closer together and build on our strong foundations.

We already work closely together and run joint services such as the South West London Pathology Network and we're building a specialist kidney unit to improve care to our patients. For more information, please see the full strategy [here](#).



Everything we do driven by our patients



Job description

Job Title:	Assistant Director of Estates
Band:	8D
Hours of Work:	37.5 hrs per week
Service Centre/Directorate:	Estates & Facilities
Base:	St George's Hospital, but the postholder may be required to work at any of the Trust's sites.
Accountable to:	Director of Estates & Facilities.
Reports to:	Deputy Director of Estates & Facilities.
Responsible for:	A portfolio of Estates Services across the Trust's estate and to ensure that services are effective and efficient value for money and in accordance with national guidelines. The effective management of the operation and maintenance of the Trust's estate, buildings and respective plant, equipment and engineering services in an efficient, economical and safe manner.
Role of the Department:	To provide strategic estates management across the St George's University Hospitals NHS Foundation Trust estate, ensuring there is a safe, secure, and welcoming environment for patients and staff with a wide range of Estates Services utilising a diverse workforce.

JOB SUMMARY

This job description is not an exhaustive document but is a reflection of the current position. Details and emphasis may change in line with service needs after consultation with the postholder.

The postholder has managerial, professional, and technical responsibility for a wide range of Estates Services (listed below) for all Trust premises and those provided by way of Service Level Agreements (SLAs) to other organisations within Trust premises.

- The postholder will deputise, as necessary, for the Deputy Director of Estates & Facilities in respect of the services and provides cross cover to other Estates & Facilities functions.
- At a corporate level, the postholder will contribute to the formulation of Trust strategic objectives by ensuring that the Trust's Estates policies and compliance with legislative and departmental requirements are coordinated with the Trust's divisions.
- Participate in corporate strategy, policy and decision making through attendance at the Trust Management Team meetings, preparation of technical and managerial reports etc.
- The postholder will be required to embrace regional and national policies and initiatives to facilitate the change in healthcare philosophies by way of an innovative approach to the modernisation agenda.
- In support of the Director of Estates & Facilities ensure the effective management of the operation and maintenance of the Trusts estate, buildings and respective plant, equipment and engineering services in an efficient, economical and safe manner.
- Ensure minimal disruption/interruption to the services provided for the patients and the effective operation of other service providers in accordance with the Trust's Maintenance Strategy and associated programmes, by deploying and managing the financial and physical resources available to the department in the most cost effective manner.

- The range of systems and services includes:
 - Decontamination installations
 - Heating, Ventilation and Air Conditioning services
 - Water Safety services
 - Medical Gas services
 - Low Voltage Electrical systems including distribution boards, nurse call systems, standby generators
 - High Voltage Electrical systems
 - Lift services
 - Pressure systems including steam and compressed air
 - Hot, cold and drinking water systems and safety
 - Asbestos management
 - Energy and utility management
 - Energy centre management
 - Fabric related services including flooring, walls, ceilings and roof
 - General maintenance of estate
 - Emergency, contingency and continuity planning
 - Statutory and mandatory compliance.
 - Health and safety, and risk management
 - Grounds and gardens.
- Take a lead role as the Trust's responsible Officer for Water Safety including the prevention of bacterial pathogens such as Legionella and Pseudomonas.
- This portfolio of Estates Services has a mixed workforce of in-house and outsourced contracts and an expenditure budget of circa £20 million.

MAIN DUTIES/KEY RESULT AREAS

- To lead on policy and strategic development of the Estates Service and be accountable for implementation. The postholder will undertake highly complex contractual, technical and financial negotiations with senior staff and specialist contractors, relating to the provision of services to the Trust.
- To interpret Government directives i.e. Premises Assurance Model, ERIC collection, HTM requirements, sustainability agenda, and to subsequently draft policies and operational plans to ensure compliance. This will include updating existing policies and leading them through the correct governance and approval process.
- Develop and implement a maintenance strategy for the Estate to ensure that the Trust complies with all statutory and mandatory requirements and to ensure the availability of all 'business critical' services, plant and equipment etc. Implement an appropriate maintenance strategy for all other assets that require maintenance.
- To oversee all market testing exercises for the Estates Services, agreeing specification and evaluating bids and making recommendations for Board approval.
- To ensure that Estates Services are best value for money (VFM) through compiling SLAs and market testing/benchmarking the services within contract timetables.
- To oversee the implementation of new service developments within the Estate to ensure smooth, effective implementation.
- Develop and implement a proactive site condition audit and action plan for planned maintenance. Negotiate with service users to ensure that action plans are completed, with service disruption minimised.

- Lead in the development of mechanical, electrical and building services and continually identify service developments. This is to include the development of policies and environmental action plans.
- Contribute to changes in the delivery of healthcare and to identify and implement innovative solutions that support the Trust's Turnaround agenda.
- Actively participate in the development of Trust business cases and provide relevant advice. Support all divisions in the preparation of business case bids for inclusion in the Trust's programme.
- Investigate and respond to complaints received from patients, visitors, staff and members of the public, regarding the portfolio of Estates Services and prepare formal responses as required.
- To ensure that all infection control procedures are being followed in relation to project works, ventilation, water systems in the organisation.
- To ensure that all audit processes are being carried out in accordance with mandatory, statutory and local guidelines and reported to the Trust Board in accordance with the Trust governance framework.
- To ensure that the Trust's Risk Management Policies and Controls Assurance Frameworks are consistently applied within the Operational Maintenance Management Team.
- To highlight, manage and oversee all health and safety risks in accordance with the Trust Risk management policy.
- Develop an action plan for the backlog of maintenance and plant replacement and repair.
- Investigate and respond to complaints received from patients, visitors, staff and members of the public, regarding Estates Services and prepare formal responses as required.
- Identify maintenance needs and prepare programmes of work (for the Estate Investments Plan).
- Implement programmes of work and ensure that all maintenance, and other work, carried out by directly employed labour or contractors is of satisfactory, professional and technical standard and is in line with statutory standards, NHS Policy and Trust Standing Orders and Procedures.
- Advise Trust managers and staff on Estates matters, consult with them on the preparation of the Annual Estates Programme and gain local manager approval, as appropriate.
- Manage the appointment of external specialist consultants and subsequently brief, liaise and control their work to ensure key targets are met.
- To ensure that Estates' responses to Hazards warnings, Safety Action bulletins, and MDA notifications are dealt with and implemented in an appropriate timescale.
- Undertake annual appraisal survey of property including collecting, collating and recording statistical information required for the calculations of the performance, safety and efficiency of buildings. Prepare, maintain and keep up to date Estate records.
- Responsible for the investigation, preparation and presentation of detailed complex reports on a wide range of technical, management and operational issues including confidential reports on aspects that may be considered 'commercially sensitive'.
- Carry out regular reviews of the Estate Code Six Facet Condition Appraisal and formulate an Annual Estates Maintenance Programme and budget costs to improve the overall condition and performance of the Estate. Develop a medium term (5-10 year) Estates Maintenance Programme and in conjunction with the Estates Strategy work through the programme to reduce the Trust's backlog maintenance.
- Work closely with the Assistant Director Capital Projects to ensure Capital schemes are delivered on time and within budget.
- Provide professional engineering advice, technical support and information to the teams project managers. Ensure standardisation of equipment and parts wherever possible in regard to their compatibility with existing services and equipment.
- Manage delegated Capital Projects and Backlog Maintenance Works. Provide full project management, contract administration, programming, client liaison and contract supervision to final account.

FINANCIAL RESOURCES

- The revenue maintenance budget is approximately £11m p.a. which is split between £2,500k pay and £8,500k non pay.
- Capital and Non Recurring Revenue Works in excess of £1m p.a.
- Energy and utility budget is approximately £8m p.a.
- To ensure that as and when maintenance and refurbishment work is carried out within areas occupied by non-Trust services, it is implemented in accordance with any SLA and/or agreed working practices. Ensure that the Trust is reimbursed in accordance with the SLA or lease agreement.
- Responsible for ensuring that the department adheres to the Trust's Standing Financial Instructions at all times.
- To ensure budgetary controls exist to ensure that services are provided within approved budgets.
- To undertake financial analysis and develop key performance indicators.
- To participate actively in the budget setting process and to identify cost improvement programmes on an ongoing basis.
- To analyse financial performance and identify when financial targets are being under/overachieved and to take corrective action as appropriate.
- To be responsible for all commercial relationships for Estates contracts including financial management, setting of SLAs and legal arrangements for internal and external partners.
- To be responsible for the efficient use of the Estates budget. Provide regular reports and see that the directly employed labour force is efficiently managed and cost effective in performance.
- Authorised signatory for Estate's official orders.
- Undertake feasibility studies and provide cost estimate and cost advice for alterations and improvement works and minor capital projects.

HUMAN RESOURCES

- To be responsible for the management of staff in the Engineering Operations and Infrastructure teams.
- Provide leadership, vision, guidance and drive to the 80 staff working in the Estates team including professionally qualified engineers, administrators and multi-skilled technicians.
- Ensuring the development of individuals in accordance with the Trust's Individual Performance and Development process to meet requirements of both the individual and organisation. Promote the same principles to associated agency staff and contractors etc.
- Manage the recruitment, selection and development of staff to ensure that the department has the right staff resources and skill mix. Promote the operation of multi-disciplinary team working and multi-skilling of maintenance staff.
- Develop and implement a strategy for 'succession planning' to ensure that the department can still function safely and effectively as and when staff are not available or leave the Trust's employment.
- To be an officer with disciplinary status. Undertake disciplinary investigations and present reports relating to contravention of staff sickness codes as necessary, attending hearings and industrial tribunals as required
- To ensure the welfare, discipline and morale of all staff employed within Estates Contract Services.
- To develop a team of professional managers required to deliver the highest quality of service within the resources available.
- To ensure training is provided to managers and staff employed within Estates Contracts Services in order to maximise the potential of the individual and their efficiency.
- To ensure that sufficient staffing levels are maintained to deliver the level of service required by the Trust.
- To liaise with staff groups and their representatives as necessary.
- To ensure that all staff follow the Trust Values and Behaviour Policy.
- Manage the recruitment, selection, and development of staff to ensure that the department has the right staff resources and skill mix to meet Trust and NHS modernisation plans, and workforce planning.

INFORMATION RESOURCES

- To establish and maintain an accurate system of monitoring for all functions in order that an accurate assessment of value for money can be drawn.
- To establish criteria for the assessment and benchmarking process to measure standards of performance and to take appropriate corrective action when standards are not being achieved.
- To ensure that systems are in place and continually reviewed to ensure the ongoing effective delivery of all contracted out service is in line with user requirements.
- To establish systems to monitor the performance of the Estates services to verify results of contractor against key performance indicators within the project agreement.
- To report to various groups and committees on any concerns / failures with the Estates Maintenance service through analysis of performance.
- To ensure the continued review and development of information systems, especially Premises Assurance Model and Risk Management across the Estates.
- To ensure that all data is recorded within the CAFM systems (Planet & Zetasafe) and that the appropriate records are maintained within logbooks, plant rooms or alongside relevant equipment.
- To ensure that systems are in place and continually reviewed to ensure the ongoing effective delivery of all maintenance services is in line with user requirements.
- To ensure confidentiality in line with Trust policy.
- To contribute to corporate governance reporting in respect of the provision of Estates contractual services and controls assurance.
- To ensure that drawings, asset registers and CAFM systems are updated following the completion of any alterations carried out by Engineering department.

MEETING CUSTOMER REQUIREMENTS

- To liaise with patient and client groups on a regular basis and in consultation, review the service provided on a regular basis to ensure it continues to meet the needs of the customer.
- To liaise with patient groups to review services and to develop and maintain an action plan for improving patient satisfaction.
- To be responsible for overseeing regular patient satisfactory surveys and compile the report on findings and instigate any resulting action required.
- To actively support the matron role and ensure the smooth implementation of the Matron's Charter.
- To chair the MEAT Meeting (Matrons Environmental Action Team)

COMMUNICATIONS AND WORKING RELATIONSHIPS

- Communications at the highest level and the establishment of good working relationships are a fundamental part of this post and are both internal and external to the Trust:
- The postholder will have internal contacts with all staff groups and in particular:
- Directors and non-executive directors
 - Assistant directors
 - General managers
 - Consultants
 - Heads of Department inc matrons
 - Patient partners
 - Trust governors
 - Contract management teams
- And external contacts with:
 - NHS Estates / NHS Improvement
 - Department of Health
 - Specialist consultants
 - Strategic Health Authority
 - Professional bodies
 - Members of the public
- Communications with the above can be both written and verbal and related to a wide range of estates and facilities issues.
- Develop good working relationships with outside agencies i.e. local authority planning, building control, fire service, police etc.

MANDATORY AND STATUTORY RESPONSIBILITIES

- Responsible for the preparation of regular reports, including facts and recommendations to the Assistant Director of Estates on plant status, energy efficiency, emergency situations, service failures, labour force performance, progress on specific schemes, financial matters and any other items/subjects as might be required and requested.
- Assist in the preparation of data, relating to the Engineering Maintenance Team performance, in order to complete the annual mandatory NHS ERIC return and other requests for data relating to the Trust's Estate.
- Ensure that regular inspections and testing of buildings and engineering plant are undertaken including safety audits, safety inspections and risk assessments to provide a safe and effective environment for all patients, staff and visitors.
- To be responsible for the day-to-day management contractors whilst they are on site and the organisation of the services provided.
- Ensure compliance with all relevant legislation, guidance and best practice applicable to the healthcare estate.
- To assess and implement as appropriate NHS Safety Action Bulletins and Hazard Notices including providing information in order for the Trust to respond to the providers of such bulletins and notices.
- To have responsibility for the health, safety and welfare of self and others and to comply at all times with the requirement of Health and Safety regulations.
- To ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act and its amendments.
- To work in accordance with the Trust's Equality and Diversity policy to eliminate unlawful discrimination in relation to employment and service delivery.
- To promote at all times equal opportunities for staff and patients in accordance with the Trust's policies to ensure that no person receives less favourable treatment than another on the grounds of: age; disability; marriage and civil partnership; pregnancy and maternity; race (ethnicity); religion or belief; sex (gender); gender reassignment or sexual orientation.

- To ensure skills are up-to-date and relevant to the role, to follow relevant Trust policies and professional codes and to maintain registration where this is a requirement of the role.
- To be trained in and demonstrate fair employment practices, in line with Trust policies
- To comply with the Trust's no smoking policies.
- To undertake such duties as may be required from time to time as are consistent with the responsibilities of the band and the needs of the service.

WORK CIRCUMSTANCES AND ON-CALL

- The Trust estate is in use 24 hours a day and the postholder will be part of emergency arrangements within the directorate to respond to an emergency. This is to provide support in the event of an emergency or service failure.

TRUST VISION & VALUES

- The postholder is expected to have a clear understanding of how this post contributes to the achievement of the Trust strategy of: Delivering Outstanding Care, Every Time.
- Our strategy is founded on four key priorities: providing strong foundations, delivering excellent local services, closer collaboration and offering leading specialist healthcare.
- We expect all our staff to share the values that are important to the Trust, being Excellent, Kind, Responsible & Respectful, and behave in a way that reflects these.
- St George's University Hospitals NHS Foundation Trust is committed to safeguarding children and vulnerable adults and expects that all staff will share in this commitment. The Trust is clear that all staff have a responsibility to be aware of children and adult safeguarding policies and procedures and that each member of staff, clinical and non-clinical, will attend child or adult safeguarding training that is provided at an appropriate level to suit their role. The Trust has the additional expectation that all staff will be able to identify concerns and know what action to take.
- Sustainability is integral to the Trust achieving the NHS net zero target. All staff are therefore actively encouraged and supported to implement new sustainable ways of working within their field of expertise.

Person specification

AM = Assessment Method: A = Application Process; I = Interview;
PR = Proof of Registration; CDP = CPD LOG

AM

EDUCATION	
Essential	
<ul style="list-style-type: none"> Educated to degree level or equivalent with an engineering background Management/professional qualification or at least 10 years' experience at a senior level in estates management Chartered Engineer or Builder status Evidence of ongoing professional development 	A/I A/I PR LOG
Desirable	
<ul style="list-style-type: none"> Certified member of the IWFEM or similar professional body 	PR
KNOWLEDGE	
Essential	
<ul style="list-style-type: none"> Knowledge of NHS transformation agenda in respect of estates and/or an up-to-date knowledge and awareness of key issues in estates management A comprehensive knowledge of NHS Estates, its structures and objectives and their application within the Trust A thorough understanding of legislation governing the provision of estates services and the ability to translate this into practice Extensive knowledge of financial management, procurement and contract management Understanding of essential aspects of customer services Procurement and supply chain management 	A/I A/I A/I A/I A/I A/I
Desirable	
<ul style="list-style-type: none"> Worked within both private and public sector environments 	A/I
SKILLS/ABILITIES	
<ul style="list-style-type: none"> Has proven leadership skills Leadership skills, to provide vision and drive for the future development of services Ability to provide vision and drive for the future development of services Ability to drive and manage change programmes and changed working practices Strong negotiation skills and ability to perform within multi-disciplinary groups Ability to draw up action plans and ensure that deadlines are met in compliance with overall strategy Experience of successfully managing multi-million pound budgets Ability to work to tight deadlines and under pressure Use of all Microsoft packages Able to analyse data and compile business cases and reports for presentation up to board level High level of communication and presentation skills Well-developed people management skills Ability to communicate with internal staff and external agencies re strategic objectives. Able to carry out effective negotiation and with diplomacy Be able to undertake presentations to staff groups and the public/conveying highly contentious information in atmosphere of proposed major change 	A/I A/I A/I A/I A/I A/I A/I A/I A/I A/I A/I A/I A/I

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AM

EXPERIENCE

- 10 years' experience of estates management, five of which should be at Band 8B level or above
- 5 years' experience of managing large teams at senior level
- Knowledge of Human Resources management

DISPOSITION

- Confidence to think strategically and to contribute to Trust-wide management decisions.
- Team player
- Highly effective, professional leadership
- Confident in managing difficult situations and own ability
- High level of stamina and resilience



How to apply

The closing date for applications is midnight on **19 February 2024**

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

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

For an informal conversation about the post, please contact **Brendan Davies** by email at **bdavies@hunter-healthcare.com** or by phone: 07585 356985

EVENT	DATE
Application closing date	19 February 2024
Shortlisting	TBC
Interviews	TBC





St George's University Hospitals

NHS Foundation Trust



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E: enquiries@hunter-healthcare.com