**WELCOME TO MEDWAY NHS FOUNDATION TRUST**



**Medway NHS Foundation Trust**

Medway NHS Foundation Trust is the largest acute trust and district general hospital in Kent. We have a proud history, originating in 1905 when a Royal Naval Hospital was opened on the site. Just over a century later, Medway NHS Foundation Trust was the first hospital in Kent to achieve Foundation Trust status. We continue to expand and modernise the array of services on offer to the people of the Medway towns, Swale and the wider West Kent region.

Medway is an Associated University Hospital with strong links to the Guy’s, King’s and St Thomas’ Medical Schools.

**Our Vision, Values and Strategic Objectives**

Our values put our patients first and inspire us to be the BEST, they are Bold, Every person counts, Sharing and open and Together. These exceptional values ensure that every decision we make is filtered and challenged in a transparent way and empower all staff to speak up and make a difference.

1. .Bold - We are inspiring and ambitious:

* We have high aspirations and want to be the best we can be;
* We make the right decisions with our patients using evidence and best practice;
* We share a common vision;

We can be bold by striving to be the best, having a “can do” attitude and welcoming and learning from new opportunities.

1. Every Person Counts - We are respectful and supportive:

* We treat everybody with respect;
* We value the contribution of all staff;
* We support and encourage each other to be our best;

We can make sure every person counts by looking for ways to create a positive experience for others, treating others with kindness and challenging behaviour that is not in line with our values.

1. Sharing and Open - We are open and speak up:

* We are open and transparent in all that we do;
* We innovate, share and encourage creativity;
* We are committed to learning and continuous development;

We can be sharing and open by speaking up when we see issues that affect the safety and well-being of others, by questioning, challenging and embracing innovation, and by reflecting and sharing what we learn.

1. Together - We are inclusive and responsible:

* We deliver the best care for our patients together;
* We work in partnership with our patients, families and our community;
* We encourage team working to deliver the best outcomes;
* We do what we say we will do;

We can ensure we are working together by being accountable and responsible for everything we do, working in partnership to deliver the best care and making a positive contribution to the success of the Trust.

**Organisational Structure and Services**

Following completion of a £60million expansion in 1999 all the major medical and most surgical specialities are available onsite, benefiting from some of the most modern clinical facilities in the UK. A further £100million of transformational redevelopment is planned over the next 10 years. Plans include the creation of an ‘Emergency Village’, streamlining the pathway for patients arriving via the Emergency Department and making their passage through the hospital as smooth as possible.

The range of specialist services we offer has grown over recent years, as have the communities we serve. In addition to our busy Emergency department, these services include a Cardiac Catheter Suite, the West Kent Vascular Centre, West Kent Cancer Centre for Urology, a dedicated stroke unit and an award-winning Macmillan Cancer Care Unit. The Trust is recognised nationally for our high standards of infection control.

Our major specialities include:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Acute and Emergency Medicine** | **Medicine** | **Surgery, Anaesthesia & Theatres** | **Women’s and Children’s** | **Clinical Support** |
| Emergency Department  24 hour emergency surgery  Critical Care  On-call GP surgery | Cardiology  Neurology  Nephrology  Endocrinology  Gastroenterology  Rheumatology  Dermatology  Chest Medicine  Geriatrics | Pain Medicine  Anaesthesia  Pre-assessment  Urology  Colorectal  Vascular  Breast  ENT  Maxillo Facial  Day surgery  Trauma & Orthopaedics  Audiology  Orthodontics  General Surgery | Gynaecology  Midwife-led Birthing Suite  Level 3 neonatal intensive care unit  Community paediatrics | Radiography  Pharmacy  Physiotherapy  Pathology |

You can view the full [A-Z of services](https://www.medway.nhs.uk/) via our website.

Our support services include a comprehensive Imaging Service, Nuclear Medicine, Pathology, Physiotherapy and Pharmacy.

**Our Patients**

We treat around 500,000 patients a year. They are predominantly residents of Medway and Swale, but increasingly we provide care to patients from other parts of North and West Kent. On an average day we see around 1,400 outpatients, 200 patients via the emergency department and approximately 150 are admitted to the wards.

In comparison to the rest of England, Medway has a younger population profile. Health has generally been improving across the region. Nonetheless, extremes of life expectancy exist in the surrounding area which spans pockets of both affluence and deprivation. Almost a third of deaths in women and half in men are premature (occurring younger than 75 years). Chronic conditions contribute strongly to the health and social care challenge in Medway.

**Our Staff**

Medway employs over 4,000 staff. Undergraduates and doctors-in-training from London-based medical schools are taught throughout the hospital, as are nursing and allied health professional students from nearby education institutions. Patients are at the heart of our daily practice, and our great personal passion for good care is reflected in the hundreds of WOW award nominations our staff receive from the people in their care.

The view of the staff is that the hospital is a friendly place to work with constant opportunities to diversify your professional experience.

As an organisation we are committed to developing our services in ways that best suit the needs of our patients. This means that some staff groups will be increasingly asked to work a flexible shift pattern so that we can offer services in the evenings or at weekends.

**Our Environment**

The Thames Gateway region as a whole will continue to be the focus of much investment over coming years and decades. The Medway towns represent the largest conurbation in the south east outside of London, encompassing the towns of Gillingham (where the hospital is based), Chatham, Rainham, Strood and historic Rochester. The area is affordable and family-friendly.

Rural regions of Swale, the Hoo Peninsula and the wider Kent countryside are all within easy reach of the hospital and leisure amenities abound. High speed rail links mean that London is less than an hour away and continental Europe is practically on our doorstep.

**Teaching Facilities**

Postgraduate Medical Centre

The Postgraduate Medical Centre is situated on the Medway Maritime Hospital site and has been extended to take account of the needs of the undergraduate as well as postgraduate teaching. The accommodation comprises a fully equipped, 80-seat lecture theatre, four seminar rooms together with office accommodation and a large common room. The weekly surgical meeting takes place here on Tuesday mornings. The Centre also has a Simulation Suite which is a dedicated area used for specialty and multi-disciplinary teaching.

The Postgraduate Centre works closely with the Nurse Education Centre. This is in the same building complex and incorporates an additional lecture theatre, seminar room and auditorium. Meetings with a clinical educational basis are becoming increasingly multi-disciplinary and this closeness is a benefit.

The Learning Resource Centre

All Trust employees have access to a comprehensive library and audio visual aids service. This supports any training and educational programmes, self-directed learning or simply allows staff to keep abreast of the latest research developments in any specialty. The centre not only provides access to information in a variety of formats (including books, journals, video or other electronic media) but also allows access to computers for database searches, access to the Internet and the medical school web-sites. A range of software packages is available for use, including word processing, presentation software; computer assisted learning programmes and desktop publishing. The centre’s staff can also assist and advise in the preparation of electronic presentations slide production and the use of scanners and audio equipment. Equipment available for use outside the Learning Resource Centre includes a digital camera, OHP’s, multimedia projectors, laptop computers and screens.

The Library is open and staffed between 8.30am and 7pm Monday to Thursday and 8.30am to 5pm on Fridays and contains approximately 12,000 books and 200 current journal titles. The library is part of a Regional network and therefore has access to resources at other centres in the South East including the BMA and the Royal College of Surgeons.

The centre actively promotes a policy of liaising closely with its users in order to ensure that its resources and services reflect their individual interests and needs.

Undergraduate Teaching

The Trust has close links with the Guy’s, King’s & St Thomas’ Medical School, King’s College, London and St George’s Hospital Medical school.

The Medway Maritime Hospital is recognised by London University as an Associated University Hospital. There is a sub-dean at the Medway Maritime Hospital, Dr Hellen Watson, and a Medway Academic Committee and representation through these on the Academic Board of the Medical School, along with Guy’s Thomas’, King’s and Lewisham hospitals.

Postgraduate Teaching

It is intended to strengthen postgraduate teaching in all specialties. All Consultants will be responsible for ensuring that the department’s junior medical staff have proper training and will also contribute to the training of other junior medical staff, nurses and technicians.

Teaching in Anaesthesia

A full teaching programme for junior anaesthetists is under the overall supervision of the Royal College Tutor; recent examination success rates have been most encouraging. Anaesthetic juniors have a dedicated half-day teaching session (Wednesday am) supervised by the Consultants in rotation and preceded by an ITU teaching session. These teaching sessions are curriculum mapped and include simulation in obstetrics, paediatrics and human factors. Regional anaesthesia workshop and transfer of the critically ill course are conducted by the Department annually. The post holder will be expected to participate in teaching and to teach from time to time.

Research and Development

An objective of the Trust is to increase the level of research and development (R&D) undertaken by our staff and to promote the adoption of evidence based medicine. A multi-disciplinary group that includes the Chief Executive, Director of R&D, Head of R&D and R&D Manager leads our strategy for R&D.

The very large diverse local population provides an excellent base with varying pathology to support clinical research. There is close liaison with facilities at Guy’s, King’s and St Thomas’ Medical School through the undergraduate teaching links and associated joint appointments. There have been a number of collaborative initiatives undertaken in conjunction with Christ Church College, University of Kent at Canterbury and Greenwich. There is an R&D office available in the Residence 8, close to the Postgraduate Centre.

NHS R&D support funding has been secured by the Trust from the National Institute for Health Research through Kent, Surrey and Sussex Clinical Research Network. The Trust also encourages appropriate involvement in commercial trials.

**The Department of Anaesthesia**

This Department is part of the Division of Surgery, Anaesthesia and Theatres, along with other surgical specialties.

The Department is led by Dr Sarah Hare, Specialty Lead and supported by 31 Consultants. In addition, the posts in the Department include 11 Specialty Doctors; 1 ST7 for Chronic pain, 1 ST7 Regional Fellow, 3 ST5s, 3 ST3s, , 4 CT2s, 2 ACCS CT2 trainees, 2 CT1s and 6 Clinical Trust Fellows in HDU and 4 F1/F2’s in Critical Care.

The Department provides anaesthetics services for paediatric surgery, gynaecological, obstetric and all of the surgical specialities. In addition the Department also provides anaesthetics services for radiological services including EVARs, MRIs and CT scans and cardioversions.

**Departmental Specialisms**

There are a number of subspecialty areas within the Department which include:

Pain Management

The chronic pain management/medicine service is provided by four Chronic Pain Specialists: Dr Dr R Reddy, Dr Sami Alawad, Dr Chee-Fone Chu and Dr S Kothari, through outpatient clinics, day case and inpatient procedures. In conjunction with a Consultant Clinical Psychologist, Senior Specialist Clinician Physiotherapist and nurse specialist, we provide a multi-disciplinary Pain Management Service. A range of standard pain intervention services are provided, including radiofrequency procedures. Multi-disciplinary assessment and pain management programmes for Medway residents are also provided.

Dr Kryspin Stepien, Consultant Anaesthetist and Dr Chee-Fone Chu supervises Acute Pain. A Nurse Practitioner supports them in their role. There are dedicated acute pain ward rounds by the Nurse Practitioner every week day and twice a week by the Consultant Anaesthetist.

Paediatric Services

There are 2 general paediatric wards with a total of 30 beds and an assessment unit through which most emergency admissions are channelled. The paediatric wards provide beds for general surgery, orthopaedics and ENT in addition to medical paediatrics. We have four paediatric surgeons (2 joint appointments with King’s College) who provide general surgery to children including neonates. There are also paediatric patients in ENT, oral/dental and MRI lists. We also provide out of hours cover for all paediatric age groups for emergency surgery. Recently a dedicated Paediatric A&E unit was opened and staffed and is functioning well.

Obstetrics

There is a separate obstetric suite with two theatres with 1 dedicated obstetric operating theatre for the provision of elective general and regional anaesthesia for caesarean sections and another theatre for all emergency Obstetric cases. Every day LSCS lists are undertaken as well as a 24 hour emergency obstetric service. Deliveries are in the region of 5,000 plus deliveries each year, with 10 labour rooms and a separate bay of 4 beds for high risk cases. There is also a new and separate midwifery led unit onsite.

There is an obstetric anaesthetic rota staffed by trainee and NCCG staff. The Consultant Anaesthetist with a Special Interest in Obstetrics covers the delivery suite between 8am to 6pm Monday to Friday with out of hours being covered by the general on call Consultant.

Dr P Krishnan has lead responsibility for obstetric anaesthesia and analgesia. There is also a weekly outpatient clinic assessment service for patients with complex obstetric anaesthetic problems run by Dr Sonia Verma.

Critical Care

There is a 9-bedded Intensive Care Unit with an adjacent 4-bedded Coronary Care Unit. The ICU has about 600 admissions a year. The ICU actively participates in several multi-centre trials. The ICU has its own Research Nurse. There is a separate junior doctors rota exclusively for critical care and includes trainees from Medicine and Anaesthetics. There is a dedicated consultant anaesthetist for Intensive care from 0800 to 1800 hours every day and a separate on call consultant anaesthetist for critical care, with regular ward rounds including weekends.

The 10-bedded Surgical HDU is located on the same floor as theatres. There is a dedicated ward round by a Consultant Anaesthetist with an interest in HDU each weekday morning and by the ICU on call consultant at the weekends. Facilities exist there for full invasive monitoring, inotropic support and CPAP. The Surgical HDU has approximately 1000 admissions a year.

There is a 6-bedded Medical HDU located on Bronte Ward. This is staffed by the Department of Medicine. Non-invasive ventilation is provided on this unit.

We have one Consultant who runs our Critical Care follow up clinics in the Outpatient Department. There is a Critical Care Outreach Service 24 hours a day, seven days a week.

Pre-Operative Care Unit (POCU)

Surgical patients suitable for admission on the day of surgery are admitted to a pre-operative care unit. This ward focuses solely on the admission and pre-operative preparation of the surgical patient for the safe transfer to theatres.

The Trust has recently opened an all new purpose built POCU, equipped with the latest equipment and dedicated patient pods and located adjacent to theatres.

Pre-Assessment Services

The Anaesthetic Department runs a stand-alone pre-assessment unit. This is staffed by eight pre-assessment nurses and one Consultant Anaesthetist at all times. Patients are triaged by the nursing staff and any who require an anaesthetic opinion are seen by the Consultant Anaesthetist. Full consent for anaesthesia is taken along with appropriate discussion of the risks.

A Prehabilitation service is run by Dr Tara Rampal & Dr Manisha Shah, including CPET testing.

Theatres

The in-patient theatre complex comprises of 10 theatres of which three theatres are used almost exclusively for Orthopaedic surgery. Three theatres have laminar flow and are used for orthopaedics surgery. One theatre is exclusively used for Emergency cases 24 hours a day. There is a dedicated full day trauma list every day including weekends and in addition two further half day trauma lists each week.

The Trust has also invested in ‘Safer Sleep’, a paperless electronic theatre record which is created in Pre-assessment and used within Theatres and have a plan to buy software for Acute Pain Management which will enable us to audit the activity.

Day Care

Day Surgery is predominantly undertaken at the Sunderland Day Surgery Centre, a modern purpose built unit with four functioning operating theatres and a busy twin room endoscopy suite. There is a separate paediatric ward area with dedicated paediatric nursing support for this area.

**Staffing**

Consultants

Dr R Kaur Vascular anaesthesia & HDU

Dr S Alawad Chronic Pain

Dr M Badrinath Trauma & Colorectal anaesthesia

Dr C Chu Chronic pain, Deputy LFG Chair

Dr A Dada Orthopaedic and Trauma & regional anaesthesia

Dr R De Silva Emergency Anaesthesia & College Tutor, Final FRCA Examiner

Dr N Divekar Critical care

Dr S Hare Clinical Director, National NELA Lead

Dr P Hayden Lead Clinician for Critical Care, Trust Organ Donation Lead

Dr R Kalidindi Trauma & Orthopaedics

Dr S Kothari Chronic pain management

Dr P Krishnan Lead for Obstetric Anaesthesia, Clinical Governance Lead

Dr A Makowski Lead for HDU with an interest in Vascular anaesthesia

Dr B Misztal HDU.

Dr K Mukherjee Deputy Medical Director, Vascular & Obstetric anaesthesia

Dr P Palcovic Orthopaedic and Trauma anaesthesia, HDU

Dr Z Petrovic General

Dr R Reddy Chronic pain management

Dr T Rampal Prehabilitation and major surgery.

Dr G Sanders Critical Care, Divisional Director Planned care

Dr M Shah Paediatrics & Trust Simulation Lead

Dr R Singh-Verma Vascular anaesthesia & HDU

Dr K Veerappan Paediatric Anaesthesia – Lead

Dr S Verma Obstetrics, Pre-assessment lead

Dr S Black Paediatrics, NATSIP Lead

Dr R Krol Critical Care

Dr K Stepien Acute Pain

Dr N White Critical Care, Trauma Co-Director

Dr R Tonko Vascular

Dr S Bijral Obstetrics & Trauma

Dr A Yarnold Regional anaesthesia

Dr N Bhatia Critical care

Other clinical staff posts

11 Specialty Doctors

1 ST7 for Chronic pain

1 ST7 Regional Fellow

3 ST5s

3 ST3s

4 CT2s

2 ACCS CT2 trainees

2 CT1s

6 Clinical Trust Fellows in HDU

F1/F2’s in Critical Care.

**Role Description**

**Training, Responsibilities and Duties**

* Modular training in all specialities except Cardiac, Neuro and Ophthalmic
* Opportunity to learn Regional, Chronic Pain, Vascular, Simulation, CPEX, Paediatric and Adult MRIs in addition to general modules. If required, an ICU module can be catered for
* Minimum of 3 consultant supervised sessions per week
* There will be an initial orientation and assessment period before joining the on call rota covering 2nd On Call and Obstetrics. A specimen rota is attached which is compliant with European Working Time Directive (EWTD)
* Average number of hours over an 8 week period totals 48 hours
* The post holder will have delegated responsibility for all the patients under care of the Consultants. He/she will refer to the Consultants when problems arise which are beyond his authority and/or experience
* The post holder must maintain liaison with colleagues who are on duty immediately before and after
* The post holder will be required to actively participate in clinical audit and implement its results and relate these to the Trust and Directorate policies on Clinical Governance

**Key Result Areas**

* The delivery of a high quality Anaesthesia service

**Communications and Working Relationships**

Colleagues within the Surgery, Anaesthesia and Theatres Division and the Trust

Consultant colleagues and supporting staff at other sites

Other medical and clinical staff within the Division and the Trust

Medical Director

Management and administration staff within the Division and Trust

**Main Conditions of Service**

(a) Post

The post will be offered for a maximum two year period with an initial probationary period of 6 months.

(b) Registration/Insurance

Doctors are required to be appropriately registered with the GMC.

Since 1 January 1990 Health Authorities have been liable for the negligence (acts or omissions) of their medical and dental staff in the course of their NHS employment.

**The Trust strongly recommends you maintain membership of a defence body, as you may not be covered by the Trust insurance for some aspects such as GMC referral.**

(c) Salary

* It is a condition of the appointment that the incumbent holds Full Registration with the General Medical Council and shall have completed at least four years full time postgraduate training, at least two of which will be in a specialty training programme in the relevant specialty or shall have the equivalent experience and competencies.
* The incumbent will be required to participate in the duty rota as detailed previously.
* The post is covered by the Pay and Conditions Circular (M&D) 2014. Remuneration is within the trainee salary scale depending on previous experience.

(d) Medical Examination

The appointment is offered subject to medical assessment, which is satisfactory to the Trust. You may be required to undergo Heaf and blood tests and full medical examination unless you can produce documentary evidence of having undergone these tests within the last 12 months. The successful candidate will not be able to take up duty until evidence of immunity to Hepatitis B has been received by the Medway Occupational Health Department.

(e) Personal Conduct

All staff within the Surgery & Anaesthetics Division are expected to treat other members of hospital staff with courtesy and respect and in line with the Trust’s ‘Our Behaviours’. The hospital rules and policies, including the disciplinary procedure, apply to staff without exception. The attention of medical staff is drawn to the GMC document, “The Duties of the Doctor”.

(g) Prevention and Control of Health Care Associated Infections

The postholder must comply with the Medway NHS Foundation Trust Infection Prevention and Control policies at all times by practicing Standard (Universal) Infection Control Precautions and adhering to the Clinical Work Wear policy. In particular hand hygiene must be performed before and after contact with patients and their environment.  Mandatory

training must also be completed and up to date.

(h) Annual/Study Leave/ Audit/ Appraisal

Annual/study leave is available according to national agreements. The successful applicant would be expected to arrange his/her holidays/study leave in conjunction with colleagues and in line with Division’s Guideline for leave.

Responsibility for final approval of study leave lies with the Director of Medical Education. A maximum of 10 days may be approved over a period of 1 year.

Private study leave is only approved in certain circumstances; full details are given in the Trust’s Study Leave Guidelines.

The successful applicant will be expected to participate in Continuing Medical Education. The appointee will be encouraged to attend conferences and training courses to keep abreast of developments in their field.

The Trust is committed to a programme of Audit and ARCP process including requirements for revalidation in line with recent Government and GMC recommendations, and this is recognised in the provisional work programme.

(i) Medical Negligence

The doctor agrees:

1. To co-operate fully with the Medway NHS Foundation Trust and its Legal Advisers in the investigation of any patient complaint/incident involving but not limited to any allegation of negligence or misconduct on the part of the doctor and in the conduct and dissent of any proceeding arising there from.
2. To provide the Trust on request with a full written statement concerning the said patient complaint/incident including statements for use in court proceedings.
3. That the obligations contained in i and ii) will continue after employment under this contract has ceased.

**REGISTERED HEALTH PROFESSIONAL**

All staff who are members of a professional body must comply with standards of professional

practice/conduct. It is the post holder's responsibility to ensure they are both familiar with and adhere to these requirements.

**SUPPORT AND ADHERE TO THE TRUST VISION, VALUES AND BEHAVIOURS**

VISION: Better care together

VALUES: Caring, Respecting, Listening, Learning

BEHAVIOURS:

* Take responsibility
* Ensure high standards
* Develop services
* Respect others
* Demonstrate integrity
* Lead

This is in addition to adhering and committing the [NHS Constitution](http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution/Documents/2013/the-nhs-constitution-for-england-2013.pdf).

**QUALITY ASSURANCE**

The Medway NHS Foundation Trust has adopted comprehensive quality assurance, and all members of staff employed by the trust are expected to play their part. The aim is to provide a good quality service, which the customer accepts is appropriate and which is provided in the best possible way.

**HEALTH & SAFETY**

Staff are required to observe local Health & Safety arrangements and take reasonable care of themselves and persons who may be affected by their work.

**EQUAL OPPORTUNITIES**

Staff are required to comply with the Medway NHS Foundation Trust’s approach to equal opportunities and treat everyone the same, regardless of their gender, race, disability, religion or belief, sexual orientation or age.

**INFECTION PREVENTION AND CONTROL**

Staff must adhere to current policies and procedures on Infection Prevention and Control to ensure that the staff are aware of these provisions. It is not intended to be an exhaustive list of responsibilities, but more an outline framework against which staff and managers have flexibility to develop and define the detail of the work undertaken.

**INFORMATION GOVERNANCE**

Staff are required to keep all patient and staff information confidential unless disclosure is expressly authorised by your employer. Misuse of or a failure to properly safeguard any data considered to be confidential may be regarded as misconduct/gross misconduct and a disciplinary offence.

**PATIENT EXPERIENCE**

To ensure that you help to create a positive patient experience at all stages of a patient’s interaction with the hospital and help to improve the patient experience within the hospital environment.

**CHILDREN’S ACT 1989 and 2004**

The Trust is committed to protecting and safeguarding children and vulnerable adults. Staff in posts which are exempt from the Rehabilitation of Offenders Act, may be required to apply for a CRB disclosure. This will be at either a Standard or an Enhanced level with the relevant checks, where applicable, to ISA Adult First/ISA Children’s First.

**MANDATORY TRAINING**

All staff must complete on-going mandatory and role-specific training pertinent to their post, and this should be confirmed with their line manager.

**Dear Trainees,**

A very warm welcome to Medway NHS Foundation Trust.

I have put together this anaesthetics induction pack for your benefit as I strongly believe in extending the full support to trainees.

There are separate documents for obstetrics and a pack for Critical Care.

In spite of us being an extremely busy DGH, the experience that you can gain is immense. Our consultant support has been commended time and time again and reflected on GMC National Training Survey. Also this is clearly reflected by the fact that the trainees seek opportunities to come back to us later during their training.

You are our first line service providers and the future of the NHS. I assure you the service provision would be enriched with clinical experience, leadership and team work building and would not compromise your training.

Please remember you can arrange an appointment to meet me any time by e mailing me. I always have the yahoo mail at my fingertips and please e mail confidential matters to the NHS mail. You also have the opportunity to chat to me any time to arrange a time. Wednesday afternoon is my allocated College Tutor admin time

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Welcome again to Medway team and I am sure that you will enjoy your time with us.

Mali De Silva

Dr Akuratiyage De Silva (Mali)

**RCOA College Tutor for MMH and final FRCA Examiner**