Contents

The Organisation .......................................................................................................................... 3
Background ................................................................................................................................. 3
Our Mission ............................................................................................................................... 3
Our Clinical Services .................................................................................................................. 3
Our Performance ...................................................................................................................... 4
Our Research ........................................................................................................................... 4
Our Education and Training ..................................................................................................... 4
Commercial Divisions ............................................................................................................ 4
Moorfields Private .................................................................................................................... 4
Moorfields Eye Hospital Dubai ................................................................................................ 5
The Future .................................................................................................................................. 6
Vanguard Programme ............................................................................................................... Error! Bookmark not defined.
Open Eyes .................................................................................................................................. Error! Bookmark not defined.
Job Description .......................................................................................................................... 8
Person Specification .................................................................................................................. 12
Terms and Conditions of Appointment ..................................................................................... 13
How to apply ............................................................................................................................. 14
Equality and Diversity Monitoring Form ................................................................................... 15
Thank you for completing this form ......................................................................................... 16
The Organisation

Background

Founded in 1804 and opened in 1805, Moorfields is the oldest and one of the largest centres for ophthalmic treatment, teaching and research in the world. Our main focus is the treatment and care of NHS patients with a wide range of eye problems from common complaints to rare conditions that require treatment that is not available anywhere else in the UK. We provide these services from our main hospital base in London’s City Road as well as some 20 other sites in and around the capital. In addition, Moorfields Eye Hospital NHS Foundation Trust directly manages three commercial divisions:

- Moorfields Private
- Moorfields Pharmaceuticals
- Moorfields Eye Hospital Dubai

In 2011/12 we handled more than 400,000 outpatient attendances, treated almost 80,000 A&E patients and carried out over 30,000 ophthalmic operations; indeed more patients come to Moorfields than to any other eye hospital or clinic in the UK. This is based on the expertise of our clinical staff and the cutting-edge research taking place on site. Over half the ophthalmologists practising in the UK, and many more overseas, have received specialist training at Moorfields. Many of our consultants have international reputations for their expertise, and are invited to attend and speak at conferences and seminars across the world.

Working in partnership with the UCL Institute of Ophthalmology, Moorfields is a postgraduate teaching centre and a national centre for ophthalmic research. Together with the Institute, Moorfields manages the largest ophthalmic research programme in the world. In 2006, the organisation was awarded specialist Biomedical Research Centre (BRC) status, guaranteeing an income of over £14m over a five year period; in 2011 we were designated a BRC for a further five years with an unprecedented 40% increase in funding, reflecting the excellence of our translational research. In 2008 Moorfields became a founding partner of UCL Partners, one of the UK’s five nationally designated academic health science centres.

All of this is only possible because of the unique combination of doctors, scientists and other clinicians, supported by state-of-the-art research at the UCL Institute of Ophthalmology, who work together to develop and deliver outstanding eye care for patients.

Our Mission

We aim to be the leading international centre in the care and treatment of people eye disorders, driven by excellence in research and education.

We have recently reviewed our values, vision and priorities as part of a comprehensive strategic planning exercise involving clinicians, management, the board and the membership council, together with other key stakeholders. The result of this work is an innovative and exciting 10 year strategy, ‘Our Vision of Excellence’. For more information about our strategy please visit the following link:

http://www.moorfields.nhs.uk/Aboutus/Whatwedo/OurVisionofExcellence-a10-yearstrategyforMoorfields

Our Clinical Services

Moorfields’ clinical services cover the full range of eye conditions including large volume diseases such as cataract, age-related macular degeneration and glaucoma, as well as smaller sub-specialisms such as neuro-ophthalmology, ophthalmic genetics and inherited eye disease, and paediatric glaucoma. Patient services are organised into ten specialty based ophthalmic groupings, delivered from our City Road base and more than 20 other locations. These include hospitals where we provide the entire ophthalmology service for that hospital,
surgical centres located away from acute hospital sites, and partnerships where we provide specialist expertise to supplement existing hospital or community based services.

Our clinical management arrangements have changed recently and from January 2012 we are managing our clinical services via four service and site based clinical directorates, each led by one or more clinical directors. These changes have been introduced to bring about greater delegation of decision-making to clinical teams as well as better clinical and operational management alignment.

Our Performance

Moorfields Eye Hospital NHS Foundation Trust has met or exceeded nearly all of the key national performance indicators and NHS targets and we have maintained our excellent record on infection control, with no reported cases of either C-difficile or MRSA bloodstream infections. We are one of the few NHS Foundation Trusts to be rated highly by Monitor (one of our regulators). We were, as expected, registered without conditions by the CQC (another of our regulators) under the new regulatory arrangements that came into force in April 2010 and have achieved level 3 (the highest) of the NHS Litigation Authority’s risk management standards.

Our Research

Our joint research portfolio with the UCL Institute of Ophthalmology currently includes 192 open projects, which together represent a significant proportion of the overall number of National Institute for Health Research high priority projects in ophthalmology in the UK. Our portfolio includes internationally renowned, pioneering research such as the world’s first successful ocular gene therapy, our contribution to the Argus II retinal implant device (the so-called “bionic eye” project), and the development of a stem cell therapy in the London Project to Cure Blindness (for age-related macular degeneration). Our researchers also work on many projects to ensure that our patients have access to the most up-to-date treatments and receive effective support to deal with their eye conditions.

Our Education and Training

Moorfields is a major force in ophthalmic teaching and training in the UK – for medical students, qualified ophthalmologists and many other health professionals. Regular courses in various specialist areas are run at our main site City Road site, many of them in association with the UCL Institute of Ophthalmology and City University. We also provide extensive sub-specialty training in all types of modern ophthalmology to a substantial number of Fellows, some of whom are from the UK and Europe, with others coming from as far afield as Australia, New Zealand, South Africa, India and Brazil. Moorfields additionally welcomes doctors from around the world to observe our renowned treatment of eye diseases and injuries.

Commercial Divisions

Moorfields Private

Moorfields Private is the exclusive division of London’s Moorfields Eye Hospital NHS Foundation Trust - the largest specialist eye hospital in the world founded in 1805.

The Moorfields Private team provides specialist eye treatment for all ages - from children to senior citizens in its comfortable private facilities: The John Saunders Suite; The Arthur Steele Suite; The Cumberlege Wing; Upper Wimpole Street and the dedicated children’s hospital within a hospital The Richard Desmond Children’s Eye Centre (RDCEC).

In all its locations, Moorfields Private offers fee-paying patients the convenience of professional specialist treatment in comfort, with well-appointed facilities for day cases and overnight stays.
Our prestigious international reputation is based on a unique combination of leading-edge research, a strong team ethos, and a commitment to patient-centred care.

Moorfields Private provides a comprehensive and seamless service. Our patients are always treated by a consultant and only consultants perform surgery.

Refurbishment work was completed two years ago to improve facilities for our private patients at our City Road site. A new suite located on the fourth floor comprises a day-case club lounge, an intra-vitreal injection suite and a refractive laser suite that includes two procedure rooms.

Our private patient business generates income of more than £13 million per annum, producing an annual surplus of more than £2 million, the majority of which is reinvested in services and facilities for the NHS patients.

The strategy for growth continues to focus on the creation of additional surgical capacity at the main City Road hospital to meet the requirements of the new consultant cohort, on providing a more comprehensive range of outpatient diagnostic services and, in time, on introducing Moorfields Private Services in our NHS satellite locations.

http://www.moorfields-private.co.uk/home

Moorfields Eye Hospital Dubai

Moorfields Eye Hospital Dubai (MEHD) opened its doors to patients for the first time in July 2007. Located in the Al Razi Medical Complex of Dubai Healthcare City, in the United Arab Emirates, this new branch of Moorfields offers a wide range of ophthalmic services to patients in the Middle East and beyond. Moorfields Eye Hospital Dubai is the Trust’s first overseas development project. It has two operating theatres and a laser eye treatment suite, together with extensive outpatient diagnostic and treatment facilities.

The division had another successful year in 2011/12, making a surplus of £0.3 million after absorbing the initial costs of appointing two new consultants. Patient activity has increased and a new service has been opened in Al Ain, the second largest city in Abu Dhabi, to provide eye care in the Imperial College London Diabetes Centre (ICLDC), complementing ICLDC’s existing facility in Abu Dhabi.

Moorfields Pharmaceuticals

This business specialises in the manufacture and supply of ophthalmic unlicensed medicines, known as “Specials”, and has been doing so for over 50 years. It also supplies a growing portfolio of licensed products and acts as a contract manufacturer for sterile liquid products. Moorfields Pharmaceuticals ensures that we have a guaranteed supply of the specialist products we need to treat our patients. It also provides us with a steady income source, with 90% of this income coming from external customers.

With an estimated 50% of market share in the manufacture and supply of ophthalmic unlicensed medicines, Moorfields Pharmaceuticals is the leader in its field. It produces around 120 products, of which 85% are unique, and supplies around 5,000 customers, processing some 120 orders every day. Seventy-six staff are employed by Moorfields Pharmaceuticals, many of whom are recruited from the pharmaceutical industry.

Moorfields Pharmaceuticals has a strong history of significant growth, although is now facing more challenging times due to some specific market factors and the current economic climate.

For more information on our Trust please view a copy of our annual report at http://www.moorfields.nhs.uk/Publicationsandresources/Corporatepublications/Annualreports
The Future

Moorfields’ strategy sets out a vision for the next ten years based on a detailed analysis of our strengths and weaknesses, together with an assessment of how the external landscape is likely to change. Our resulting vision is that Moorfields will be:

- Providing a comprehensive range of eye care services operating through a network of centres linked to a state of the art facility in central London.
- Shaping the development and delivery of the eye health agenda nationally.
- Known for delivering the highest standards of patient experience, outcomes and safety across all of its sites.
- At the forefront of international research with our partners.
- Maintaining our leading role in the training and education of eye care clinicians.

This vision is supported by an outline implementation plan, one of the key elements of which is the redevelopment of our replacement of our ageing headquarters in City Road. Our aim is to be in new facilities, either on our current site or elsewhere in London, within seven years.

Other important elements of our plan include driving up our productivity and efficiency, achieving and demonstrating the best clinical and patient reported outcomes and introducing what we hope will be the world’s best electronic patient record system for ophthalmology, allowing us to become clinically paperless within three years.

Although the tough economic climate means that the coming few years will inevitably be difficult for NHS organisations, Moorfields’ underlying strengths and its history of adaptability mean that the Board is confident that it has a very secure future as one the world’s premier eye hospitals.
Useful Links - (please click on the link below or copy the address into your web browser)

Moorfields Home Page
http://www.moorfields.nhs.uk/Home

Our Vision of Excellence - A 10 year strategy
http://www.moorfields.nhs.uk/Aboutus/Whatwedo/OurVisionofExcellence-a10-yearstrategyforMoorfields

Moorfields Corporate Publications
http://www.moorfields.nhs.uk/Publicationsandresources/Corporatepublications

Moorfields Corporate Structure
http://www.moorfields.nhs.uk/Aboutus/Whoweare/Corporatestructure

Moorfields Trust Board Members
http://www.moorfields.nhs.uk/Aboutus/Whoweare/Corporatestructure/Trustboardmembership

Moorfields Annual Plan
http://www.moorfields.nhs.uk/Aboutus/Whoweare/Annualplan201112
MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST

JOB DESCRIPTION

Job title: Chief Operating Officer

Grade: Executive Director

Reports to: Chief Executive

ROLE SUMMARY

The Chief Operating Officer (COO) is a key member of the Trust’s senior management team with four principal areas of responsibility: direction and management of the Trust’s clinical services, including the delivery of national, regional and local objectives for those services; leadership of the Trust’s programme of service transformation, including the Vanguard programme; clinical and operational input to the planning and project management of the Trust’s planned new flagship building; and emergency and business continuity planning. The COO is a member of the Trust’s Board of Directors, the Management Executive, the Trust Management Board, and a number of their sub-committees.

PRINCIPAL RESPONSIBILITIES

Direction and management of clinical services

- Lead the continuing development of the Trust’s clinical management structure, reviewing and revising it as necessary to ensure its continuing fitness for purpose, in conjunction with the Chief Executive, Medical Director and Director of Nursing and AHPs.
- Appoint and develop Clinical Directors and other key directorate management staff, ensuring that they are appropriately supported and managed in their respective roles.
- Oversee the development and implementation of clinical directorate business plans in line with agreed corporate processes and timetables.
- Manage a rigorous system of clinical directorate performance management, chairing regular performance reviews, ensuring that all key national, regional and local targets, standards and objectives are achieved within agreed budgets.
- Work with the Director of Strategy and Business Development on the development and operational implementation of new satellite facilities, extending the Trust’s reach into the community in line with its vision.
- Take a personal lead in matters of key interest or concern to the Trust, such as the critically important negotiations with partners, contractors and suppliers, investigation and management of certain serious incidents, and other such matters.
- Working with the Medical Director, Director of Nursing and AHPs and Director of Corporate Governance, ensure that robust systems of clinical governance and risk management are in place within the clinical directorates.
- Ensure that staff within the clinical directorates are regularly appraised and comply with the Trust’s mandatory training requirements.
- Ensure that the Trust is well prepared for planned and unplanned external inspections, for example from CQC, NHSLA, Diabetic Retinopathy Screening programme EQA etc.
• Lead on the development and delivery of the Trust’s Commissioning for Quality and Innovation (CQUIN) programme.

Service transformation

• Lead the programme of transformation of clinical and operational services, chiefly but not exclusively the work supported by Vanguard.
• Provide leadership to the implementation within clinical services of OpenEyes, the Trust’s transformational electronic patient record system, using this to support the transformation of clinical services to patients.
• Ensure that services are redesigned to address current patient concerns such as long clinic waits, as well as to meet future needs and expectations, in line with the Trust’s vision and strategic objectives.
• Provide leadership to the programme of cost improvements within clinical and operational services.

New central London building

• Contribute to the design, planning and development of a new central London building through membership of the project board and, in due course, other working groups yet to be established.
• Ensure that the needs of clinical and operational services are met within the new building, through the engagement of a wide range of clinical directorate staff as well as through personal involvement.

Emergency and business continuity planning

• Lead the emergency preparedness agenda and ensure that the Trust is compliant with all relevant guidance, including the Civil Contingencies Act. This will include chairing the Trust’s emergency preparedness group and fire safety group and leading the silver team’s response to any operational emergency which threatens the safe and effective delivery of clinical services.

Corporate and other responsibilities

• Attend and contribute fully at Board meetings, ensuring that Board decisions are communicated and appropriately implemented within the COO’s areas of responsibility.
• Attend and contribute as required at meetings of the Membership Council.
• Attend and participate fully in the work of the Management Executive, Trust Management Board, and those sub-committees relevant to the COO’s areas of responsibility. These include, among others, the capital planning and oversight group and the clinical governance committee.
• Contribute to the management of the Trust’s commercial divisions and enterprises, ensuring appropriate links and collaborative working between commercial and NHS operations.
• Contribute to effective partnership working with internal and external bodies including joint staff consultative committee, NCL’s clinical quality review group and Islington council’s health and wellbeing review committee.
• Assist the Trust’s fundraising efforts, including attendance at meetings of Moorfields Eye Charity, Special Trustees of Moorfields Eye Hospital and the Friends of Moorfields when required.
• Support the Chief Executive at staff briefings held both at City Road and the satellites.
• Deputise for the Chief Executive as requested.
• Undertake any other duties as designated by the Chief Executive and which are commensurate with the role and position in the organisation.

GENERAL DUTIES AND RESPONSIBILITIES

• Comply at all times with the requirements of health and safety legislation and regulations and take responsibility for the health and safety and welfare of others in the working environment, ensuring that agreed safety procedures are carried out to maintain a safe environment.
• Comply at all times with the Trust’s data security policy, and respect confidentiality of information about staff, patients and health service business, and in particular the confidentiality of electronically stored personal data in line with the Data Protection Act.
• Ensure that all relevant Trust information governance policies and procedures are followed and to act as an Information Asset Owner (IAO) as appropriate.
• The Trust has adopted a security policy in order to help protect patients, visitors and staff and to safeguard their property. All employees have a responsibility to ensure that those persons using the Trust and its services are as secure as possible.
• The Trust is committed to equal opportunities. A copy of our policy is available from the Human Resources department.
• The Trust is committed to good corporate citizenship, and all staff are expected to support the Trust’s corporate social responsibility plans.
• The Trust operates a no-smoking policy.
• All staff should familiarise themselves with the requirements of the Trust’s policies in respect of the Freedom of Information Act and comply with those requirements accordingly.
• All relevant staff are responsible for ensuring that all risks of cross infection to patients are minimised and that all policies, procedures and guidance relating to infection control practice is adhered to.
• All relevant staff are responsible for ensuring that all equipment used by patients is clean/decontaminated as instructed by manufacturers and in line with the infection control guidelines, protocol and policy.

NOTES

• This role description gives a general outline of the duties of the post and is not intended to be an inflexible or finite list of tasks. It may be varied, from time to time, after consultation with the post holder.
• All appointments within the National Health Service are subject to pre-employment health screening.
• Criminal record checks are a mandatory part of the NHS recruitment process for staff that, in the course of normal duties, have access to patients. Criminal records will be taken into account for recruitment purposes only when the conviction is relevant. Moorfields Eye Hospital is exempt under the Rehabilitation of Offenders Act. This means the convictions never become “spent” for work which involves access to patients. Failure to disclose any
“unspent” convictions may result in the offer of employment being withdrawn or if appointed could lead to dismissal. The Criminal Records Bureau (CRB) has published a code of practice for organisations undertaking CRB checks and a copy is available on request.

February 2013
## Person Specification

### Chief Operating Officer

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td>Degree level education or equivalent</td>
<td>Yes</td>
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<tr>
<td>Management qualification or equivalent experience</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Higher degree</td>
<td>Yes</td>
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<tr>
<th>Knowledge and experience</th>
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<tr>
<td>Significant senior management experience in an NHS or comparable complex healthcare environment, managing clinicians</td>
<td>Yes</td>
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<tr>
<td>Experience of working at Board level</td>
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<td>Yes</td>
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<tr>
<td>Effective working with Board-level colleagues and senior clinicians</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Well developed and demonstrable leadership and communication skills with a wide range of staff</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Track record of sound staff and budgetary management skills</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Good understanding of national policy and strategic direction of the NHS</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Evidence of leading and managing complex change and supporting individuals through this</td>
<td>Yes</td>
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<tr>
<th>Skills and abilities</th>
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<tbody>
<tr>
<td>Ability to think strategically</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Excellent written and oral communication skills</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Good influencing and negotiation skills</td>
<td>Yes</td>
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<tr>
<th>Values, attitudes and personal qualities</th>
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<tr>
<td>Familiar with, and committed to, the principles and values of the NHS</td>
<td>Yes</td>
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<tr>
<td>Resilient, resourceful, able to manage conflict and to work in a pressurised environment</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Drive and determination to achieve results and meet deadlines</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Confident ambassador for the Trust</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Team player with good inter-personal skills</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Commitment to quality</td>
<td>Yes</td>
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</table>
Terms and Conditions of Appointment

Contract type
Permanent role

Salary
A competitive six figure package is available for an outstanding candidate

Location
162 City Road, London, EC1V 2PD

Benefits
NHS final salary pension scheme
30 days annual leave
Season ticket loan
Childcare provisions (via salary sacrifice)
Ride 2 Work scheme
How to apply

If you are interested in being considered for this position, please examine the key accountabilities and person specification carefully in assessing the suitability of your candidature.

If you wish to apply for this role, please respond by submit:

- A full CV (with current salary details) which demonstrates your ability to meet the criteria contained in the person specification.

- A covering letter highlighting the aspects of the job description and work of the Trust that particularly attract you to the post.

- Names, positions, organisations and telephone contact numbers for at least two referees. If you specifically do not wish referees to be approached without your permission, please indicate this clearly.

- A completed Equal Opportunities Monitoring Form

Any person with a disability, whose application clearly shows that they meet the essential requirements in the person specification, will be invited for interview.

Finally, please ensure that you have included mobile and home telephone numbers.

Applications should be emailed to: veredushealthteam@veredus.co.uk

If you are not able to email your application, it can be posted to:

Health Team
Veredus
Ludgate House
245 Blackfriars Road
London
SE1 9UF

Please quote the job title and reference number (14688) in the subject of your email or on the envelope of your application.

Veredus will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.
Equality and Diversity Monitoring Form

The intention of monitoring and analysis is to establish if there are different success rates between genders, people of different sexual orientation, ages, different ethnic backgrounds or faiths, and people with disabilities. If there are differences in success rates it will enable action to be taken to ensure that no group is treated unfairly. Your answers will be treated confidentially and will not affect your application in any way.

**Personal Details:**

<table>
<thead>
<tr>
<th>Title</th>
<th>Mr / Mrs / Miss / Ms / Dr / Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surname:</td>
<td></td>
</tr>
<tr>
<td>First name:</td>
<td></td>
</tr>
<tr>
<td>Age:</td>
<td>16-24 ☐  25-34 ☐  35-44 ☐  45-54 ☐  55-64 ☐  65+ ☐</td>
</tr>
<tr>
<td>Gender:</td>
<td>Male ☐  Female ☐  Prefer not to say ☐</td>
</tr>
<tr>
<td>Gender Identity (if appropriate)</td>
<td>If you identify as transsexual, transgender (in that you have effected a permanent change of gender identity) or as intersex which group do you identify with?  Transsexual ☐  Transgender ☐  Intersex ☐</td>
</tr>
<tr>
<td>Working Pattern:</td>
<td>Part time ☐  Full time ☐  Job Share ☐  Other............................</td>
</tr>
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</table>

**Ethnic origin: Please tick against one of the following:**

**Asian or Asian British**
- Bangladeshi ☐
- Indian ☐
- Pakistani ☐
- Any other Asian background ☐
- Please specify below if you wish....... ............................................................

**Black or Black British**
- African ☐
- Caribbean ☐
- Any other Black background ☐
- Please specify below if you wish....... ............................................................

**Chinese or Other ethnic group**
- Chinese ☐
- Any other ☐
- Please specify below if you wish....... ............................................................

**Mixed**
- White and Black Caribbean ☐
- White and Black African ☐
- Asian and White ☐
- Any other mixed background ☐
- Please specify below if you wish....... ............................................................

**White**
- British ☐
- English ☐
- Irish ☐
- Scottish ☐
- Welsh ☐
- Any other White background ☐
- Please specify below if you wish....... ............................................................

**Prefer not to say** ☐
**Disability: Please tick against one of the following:**

<p>| | | |</p>
<table>
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<tbody>
<tr>
<td>Do you consider yourself to have a disability under the Equality Act 2010?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>In the Act, a person has a disability if:</td>
<td></td>
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<tr>
<td>they have a physical or mental impairment</td>
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<tr>
<td>the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities</td>
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<tr>
<td>For the purposes of the Act, these words have the following meanings:</td>
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<tr>
<td>'substantial' means more than minor or trivial</td>
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<tr>
<td>'long-term' means that the effect of the impairment has lasted or is likely to last for at least twelve months (there are special rules covering recurring or fluctuating conditions)</td>
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<tr>
<td>'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping</td>
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**Please describe the nature of your disability**

Please indicate which media/journal you saw this position advertised in....................................

Thank you for completing this form