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Welcome from Cally Palmer, Chief Executive

Dear Candidate

Thank you for applying for the role of Chief Nurse at The Royal Marsden. This candidate pack contains all the information you need to apply for the post.

The Royal Marsden has a vital role in championing change and improvement in cancer care through research and innovation, education and leading-edge practice. We are incredibly proud of our international reputation for pushing the boundaries and for our ground-breaking work ensuring patients receive the very latest and best in cancer treatment and care.

At the heart of the hospital are our dedicated clinical staff. Their exceptional commitment and professionalism is commented on by so many of our patients. The leadership of the Chief Nurse is absolutely central to the quality of care we provide, influencing our strategy, our delivery of care, our research programmes and our on-site School of Nursing. This is a vital role in a high performing cancer centre working closely with me and a cohesive and strong Leadership Team.

I wish you every success with your application.

Cally Palmer
Chief Executive
About Us

The Royal Marsden is a world leader in cancer research, treatment and education. Together with our academic partner, The Institute of Cancer Research (ICR), we are the largest comprehensive cancer centre in Europe and the only National Institute of Health Research (NIHR) Biomedical Research Centre specialising in cancer in the UK.

Our mission is to continue to make a national and international contribution to cancer research and treatment, so that more people are cured and quality of life is improved for those with cancer. The Royal Marsden therefore plays an important role in championing change and improvement in cancer care through research and innovation, education and leading-edge treatment. The Trust’s annual budget is £360 million and we employ over 3,500 staff across two sites located in Chelsea and Sutton (Surrey). We provide community services across the Borough of Sutton and Cheam with community bases across the Borough. We have a Medical Day Unit which we run in partnership with Kingston Hospital.

We have a reputation for delivering high quality performance. Our patients think highly of us and the Trust was ranked joint first for the national inpatient survey results, are above average in national cancer patient experience survey and ranked first amongst teaching hospitals in the UK for staff survey results. We have been given the Customer Service Excellence Award for all our services, including the Chemotherapy Suite run by The Royal Marsden at Kingston Hospital.

The Trust has a Five Year Business Strategy (2014–19) which sets out the direction and priorities. The overarching ambition continues to be the provision of the best cancer treatment available anywhere in the world, supported by the highest quality research and education to improve outcomes for people with cancer everywhere. The main themes of the strategy are:

- **Innovation and precision medicine** – significant investment has been made in infrastructure, facilities and research workforce. Together with our academic partner, the ICR, we have installed the UK’s first MR Linac, a state-of-the-art radiotherapy system. In 2016 we have been working with ICR to renew our NIHR Biomedical Research Centre status.

- **New systems of care** – over the past year we have been working with Greater Manchester Cancer and University College London Hospital on a new cancer delivery model, the Accountable Cancer Network. Being chosen as a ‘vanguard’ site means we will take a lead on the development of new care models which will act as the blueprint for the future NHS and the inspiration to the rest of the cancer health and care system. Locally, RM Partners, will cover all of West London with the aim of improving survival, quality and safety, patient experience and recruitment to clinical trials. It is anticipated that the Chief Nurse will play a key role in influencing the development of the Vanguard programme working alongside the Medical Director and the Chief Financial Officer.

- **Modernising infrastructure** – the five year plan includes capital investment of £140m to support services and research strategies, a modern equipment programme and major investment in IT and patient information systems. In 2016, the Board approved a new IT strategy and this programme of work will be an important aspect of our transformation programme.

- **Financial sustainability and best value** – a Private Care strategy was agreed in 2014, which is critical to the Trust’s long term sustainability as a high quality provider. The successful delivery of the strategy will depend on investment in commercial capability and clinically led research growth strategy, allowing the service to grow profitably within the period of the five year plan.
About Nursing

The Chief Nurse leads the Division of Nursing, Quality and Risk, which covers over 70 staff and a budget of £4.2 million. More importantly the role provides professional leadership to the 1131 registered nurses, 260 healthcare assistants and 369 allied health professionals.

The Trust has developed a reputation for leadership and innovation. The Chief Nurse role is supported by Deputy Chief Nurse and each Division has a Divisional Nurse Director, who reports to the Divisional Director with professional accountability to the Chief Nurse. The national in-patient survey, national cancer patient experience survey and junior doctor feedback at annual Quality Visits all reflect the high standard of care provided. Nursing leadership is well respected within the organisation and one of the key distinguishing factors about The Royal Marsden experience is the quality of nursing care.

The Royal Marsden School supports postgraduate development in oncology, community nursing and clinical leadership development. The Trust recently published its multi-professional education and training strategy and our ambition is to be the recognised as an international leader in oncology education and training and develop our reputation as a best in class employer. We have established a wide range of advance practitioner roles for nursing and AHPs and were one of the first Trusts to introduce the nurse consultant role in cancer care. The Trust has bid to pilot the nurse associate role to maximise the skills of the registered nursing workforce.

Nurses from the Royal Marsden since the 1970s have led international nurse leadership developing the first worldwide Clinical Nurse Specialist roles and the first International societies of Nurses in Cancer Care, the European Blood and Marrow Transplant society and the European Oncology Nursing Society. Nurses at the Royal Marsden in 2016 still play an important role in ensuring that across the world advanced nursing practice and nurse leadership in research, education and care is shared and used to improve patient and family care.

The Royal Marsden has actively promoted health services research to drive innovations in patient care. We currently have 21 nurses and allied health professional with a PhD and over 100 with MScs which reflects our commitment to developing this aspect of our work. The Strategic Lead for HSR reports to the Chief Nurse and together they have shaped the HSR research strategy. The RM’s partner HEI in HSR is Southampton University and we are actively pursuing research in many areas to improve the patient and family experience of care.

The Trust is fortunate to be supported by The Royal Marsden Cancer Charity which has raised over £100m since 2004, funding the building of the Oak Centre for Children and Young Adults and the Centre for Molecular Pathology. The Chief Nurse will be expected to lead the development of bids to the Charity that support the Trust’s strategic ambition to be a leader in the provision of cancer treatment, education and research.
**Post Title**  
Chief Nurse

**Grade**  
Executive Director

**Accountable To**  
Chief Executive

**Responsible For**  
Deputy Chief Nurse  
Strategic Lead for Health Services Research  
Head of School, The Royal Marsden School  
Head of Risk Management

**Key Relationships**  
Internal – Council of Governors, Trust Board Directors, Executive Board, Chairman of Quality and Risk Committee (sub-Committee of the Board), Director of Royal Marsden Cancer Charity and Head of Royal Marsden School

Externally – Chief Nurses Network, RM Partners, Institute of Cancer Research and Southampton University (Academic Partners), NHS England (London) & CCGs, STP Leads (Sustainable Transformation Plan) South West London

**Job Summary**  
The Chief Nurse is a member of the Trust Board and Executive Team. The postholder is responsible for providing professional leadership and direction to the Trust Board to ensure that clinical issues are understood and appropriately drive the Trust’s strategic and operational plans working alongside the Medical Director.

The Chief Nurse shares all the corporate responsibilities of the Board. As a member of the Executive Team, the Chief Nurse makes an important contribution in supporting the Chief Executive in leading and managing the organisation. This includes working with the Chief Executive in setting the Trust’s strategic direction, ensuring effective stewardship and highest standards of corporate governance.

As the two clinical leads on the Trust Board, the Medical Director and the Chief Nurse role play a pivotal role in ensuring that the Trust’s system of clinical governance is robust and delivers safe and high quality care.

The postholder will lead the implementation and regular review of the Trust’s nursing strategy to ensure it reflects the leading edge practice and best outcomes for patients. The postholder will have responsibility for delivery of the highest standards of nursing care, patient and public engagement and experience. The Chief Nurse will be expected to lead on developing new models of care and innovations to further develop Trust’s national and international reputation in the provision of cancer treatment, education and research.
KEY RESULT AREAS

1. Corporate/Board
   1.1. Contribute to the leadership of the Trust as a member of the Trust Board and in developing the Trust’s strategic direction
   1.2. Contribute to the meetings of the Council of Governors
   1.3. Support the Chairs of Board sub-committees, currently this includes the Quality and Risk Committee.
   1.4. Provide Board leadership in ensuring that the Trust is compliant with requirements of CQC and Monitor as the primary regulators, together with other relevant regulatory/inspection bodies as appropriate.

2. Executive Director Responsibilities
   2.1. Responsibility, with the other Executive Directors, for the performance of the organisation.
   2.2. Contribute to the development of RM Partners Vanguard programme working closely with the Medical Director and the Chief Financial Officer. It is anticipated that the Chief Nurse will play an important role in influencing this programme.
   2.3. Develop effective partnership working relationships with key stakeholders to further the Trust’s strategic ambitions.
   2.4. Lead on HCAI prevention and control as the Trust Director of Infection Prevention and Control.
   2.5. Executive Director lead for safeguarding children and adults.
   2.6. Lead on emergency planning and management of, and participation in, the Trust’s Management Executive on-call rota.
   2.7. Contribute to the successful team working of the Executive Team.
   2.8. Act at all times in a manner that promotes the values of the Trust.

3. Professional leadership
   As a professional lead, the Chief Nurse will be required to:
   3.1. Provide professional nursing advice to the Chief Executive, the Board and other key decision-makers.
   3.2. Provide visible and inspiring leadership for nursing and allied health professional (AHPs) on both professional and managerial issues.
   3.3. Articulate a compelling vision for nursing, through the nursing strategy, and ensure this reflects leading-edge practice and the ambition of the organisation to enhance its national and international reputation.
   3.4. Take responsibility for the maintenance of professional standards and practice for nurses and including oversight and enforcement of professional standards for AHPs.
   3.5. Ensure that there are effective systems to enable safe staffing and a clear escalation pathway for decision-making.
   3.6. Ensure effective mechanisms are in place for the revalidation of nurses and AHPs.
   3.7. Keep abreast of professional developments in keeping with this professional leadership role and maintain networks necessary for the role.

4. Quality and patient experience
   Working alongside the Medical Director, the Chief Nurse will be required to:
   4.1. Lead on ensuring there are robust and effective mechanisms in place to support to the Trust’s system for clinical governance.
   4.2. Lead on ensuring there are effective systems in place for risk management including oversight of the Trust’s Risk Register and Board Assurance Framework.
   4.3. Lead on the integration of learning from complaints, audits, incidents, claims, research and development and ensure the Board are advised of any trends and significant issues.
   4.4. Lead on development and implementation of the Trust’s Quality Strategy.
4.5. Ensure robust systems are in place for monitoring and improving outcomes for patients, ensuring that clinical care is safe and the patient experience is of a high standard.
4.6. Lead on development of new models of care to continuously improve patient care.
4.7. Ensure there are processes in place for quality impact assessment of all strategic developments and cost improvement programmes.
4.8. Lead on quality accreditation processes including CQC inspections, compliance with NHSLA standards etc

5. **Operational management**
5.1. Lead and manage support services including Risk Management, Clinical Negligence, Emergency Planning, PALS and Quality Assurance.
5.2. Lead on patient and public Involvement (PPI) ensuring development and implementation of a PPI strategy.
5.3. Act as Trust’s Caldicott Guardian and chair the Information Governance Committee.
5.4. Lead on the development and publication of the Trust’s Annual Quality Account.

6. **Education and Research**
6.1. Actively seek opportunities to enhance The Royal Marsden’s reputation as a national and international centre of excellence for education and research.
6.2. Support the development and implementation of the Trust’s multi-professional education and training strategy.
6.3. Actively develop opportunities for non-medical research and clinical academic careers.

7. **Workforce**
Working with the Director of Workforce the postholder will be required to:
7.1. Regularly review the nursing and AHP leadership structures to enable effective clinical engagement with service delivery, education and research.
7.2. Support development and implementation of the appropriate workforce strategies to recruit and retain high quality nursing and AHP staff.
7.3. Lead and develop a nursing and AHP workforce that is representative of the population that the Trust serves, at all levels of seniority.

8. **Communications and engagement**
8.1. Work with the Director of Communications and Marketing to further improve communication with clinical staff, patients and partners.
8.2. Ensure that the clinical priorities of the Trust and the nursing strategy are understood and have high visibility within the organisation.
8.3. Actively seek opportunities to publicise and promote achievements of the Trust.

This job description is not intended to be exhaustive. The post holder will be expected to carry out any reasonable duties requested of them, appropriate to the seniority of the role.
Person Specification

Chief Nurse

<table>
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<tr>
<th>Education/Qualifications</th>
<th>Essential Criteria</th>
<th>Desirable Criteria</th>
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<tr>
<td></td>
<td>Registered nurse</td>
<td>Further evidence of management qualification or training</td>
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<td></td>
<td>Masters degree/higher qualification or equivalent experience</td>
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<td></td>
<td>Evidence of continued personal and professional development</td>
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Knowledge

- A thorough understanding of current issues relating to professional nursing practice and NHS Policy
- An understanding of Foundation Trust governance requirements
- Knowledge of revalidation
- Understanding of equalities agenda and its practical application to nursing

Clinical Experience

- Extensive experience gained at senior leadership level within nursing
- Proven ability to deliver improvements in patient care and experience at organisation level
- Thorough knowledge and experience of clinical governance issues, quality improvement and minimising risk for an organisation.
- Experience of research and development
- Experience of leading, implementing and evaluating complex change
- Experience of budget management
- Experience of successfully leading multi-professional teams

Skills and Ability

- Ability to think and act strategically and to articulate a clear sense of direction and vision to a wide audience
- Ability to make positive contribution at the Board and handle constructive challenge
- Innovative approach
- Intellect and ability to command the respect of clinical staff, academics and managers
- Ability to build effective relationships with a range stakeholders and in a complex environment
- Ability to manage competing demands
- Ability to work as part of team
- Ability to deliver challenging messages whilst maintaining confidence of the profession

Personal Attributes

- Decisive leader, able to translate strategy and analysis into practical actions
- Self-confidence and personal drive
- Flexible leadership style
- Resilience
- Calm under pressure
- Commitment to NHS values
Leadership Team Structure

Chief Executive

Chief Financial Officer
  - Director of Estates and Capital Projects
  - Director of IT
  - Chief Clinical Information Officer

Chief Operating Officer
  - Divisional Directors
  - Director of Transformation/Charity Liaison
  - Director, Marketing & Comms
  - Director, Information & Performance

Medical Director
  - Director of Medical Education

Chief Nurse
  - Lead for Clinical Oncology
  - Chief of Surgery
  - Lead for Medical Oncology

Director of Workforce
  - Managing Director, Private Care
  - Director, RM Cancer Charity
  - Managing Director, RM Partners
  - Director of Clinical Research

KEY

Executive Director post
Leadership Team post
Leadership Team post with professional accountability to the Medical Director
Useful Information

Please see links below for further information on the Trust

Trust Website – [https://www.royalmarsden.nhs.uk/](https://www.royalmarsden.nhs.uk/)

Board of Directors - [https://www.royalmarsden.nhs.uk/about-royal-marsden/how-we-run-ourselves](https://www.royalmarsden.nhs.uk/about-royal-marsden/how-we-run-ourselves)


How to Apply

All applications must include:

- A full curriculum vitae/resume quoting reference: HN651653
- A covering letter highlighting the aspects of the job description and The Royal Marsden NHS Foundation Trust that particularly attract you to the post (word doc)
- A photocopy of your passport (photo page)

(There is a requirement for all search and recruitment organisations to verify the identity of individuals, to confirm their right to work in the UK. This is a legal requirement placed on us which we have no option but to comply with. [http://www.legislation.gov.uk/uksi/2003/3319/pdfs/uksi_20033319_en.pdf](http://www.legislation.gov.uk/uksi/2003/3319/pdfs/uksi_20033319_en.pdf)

- Contact details for three referees (who will not be contacted without your permission)
- A completed Equal Opportunities Monitoring Form (online)
- Please send by email to: kat.kamsika@harveynash.com

Given the significant public profile and responsibility members of NHS boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. New regulations now require the Trust to make a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles.

For a confidential discussion about the role contact:

Frank McKenna, Managing Director or Thomas Patterson, Head of Healthcare Research, on +44(0)20 7333 1516

Recruitment timetable

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<tr>
<th>Event</th>
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<tr>
<td>Closing date for applications</td>
<td>11 August 2016, noon</td>
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<tr>
<td>Shortlisting</td>
<td>Week commencing 15 August 2016</td>
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<tr>
<td>Interview with Harvey Nash</td>
<td>15 to 31 August 2016</td>
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<tr>
<td>Informal discussions with Chief Executive</td>
<td>15 to 31 August 2016</td>
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<td>Stakeholder event and final interview</td>
<td>6 September 2016</td>
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Appendix 1

Main terms and conditions

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<th>Salary</th>
<th>Competitive salary</th>
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<tr>
<td>Base</td>
<td>Chelsea but the postholder will be expected to work across all sites</td>
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<tr>
<td>Hours</td>
<td>37.5</td>
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<tr>
<td>Notice period</td>
<td>12 weeks</td>
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Additional terms and conditions

Confidentiality
To have responsibility to maintain the confidentiality of any confidential information which comes into your possession regarding patients, employees or any other business relating to the organisation. In accordance with the Public Interest Disclosure Act 1998 protected disclosures are exempt from the express duty.

Health and Safety
To be aware of the responsibilities placed upon all employees under the Health and Safety at Work Act 1974, to ensure the agreed safety procedures and understood and carried out to maintain a safe environment for employees and visitors.

Confidentiality and Data Protection Act
All employees of the Royal Marsden NHS Foundation Trust must not, without prior permission, disclose any information regarding patients or staff (please also see the Trust’s policy on Whistleblowing). In instances where it is known that a member of staff has communicated information to unauthorised persons, those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information.

Safeguarding Children and Vulnerable Adults
All staff must be familiar with and adhere to the Trust’s child protection and safeguarding adult policies and procedures. All staff are required to attend child protection and safeguarding adults awareness training, additional training and supervision regarding child protection relevant to their position and role.

Customer Service Excellence
All staff are required to support the Trust’s commitment to developing and delivering excellent customer-focused service by treating patients, their families, friends, carers and staff with professionalism, respect and dignity.

Emergency Planning
In accordance with the Trust’s responsibilities under the Civil Contingencies Act 2004 all staff are required to undertake work and alternative duties as reasonably directed at variable locations in the event of and for the duration of a significant internal incident, major incident or pandemic.

Equality and Diversity Policy
The Royal Marsden NHS Foundation Trust is committed to eliminating all forms of discrimination on the grounds of age, disability, gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex and sexual orientation.

No Smoking Policy
It is the policy of the Trust to promote health. Smoking is actively discouraged and is prohibited in most areas of the Hospital, including offices, with the exception of designated smoking areas on all sites.

CQC Fit and Proper Personas Test (FPPT)
All NHS Directors are expected to comply with the Fit and Proper Persons Test, and this post will be subject to all the relevant checks contained within the regulations relating to FPPT.