

Join us at UHB



Building healthier lives

Welcome from our Interim CEO

Jonathan Brotherton



Dear Candidate,

Thank you for your interest in working with us here at University Hospitals Birmingham NHS Foundation Trust (UHB).

Please take some time to read through this application pack to gain a better understanding of our Trust in general, this role in particular, and why UHB is a great place to work.

UHB is one of the largest teaching hospital trusts in England, serving a local, regional, national, and international population. We employ around 22,000 colleagues and are committed to investing in your training, development, health and wellbeing and future career with us.

We see and treat more than 2.2 million patients every year across our four hospital sites - Good Hope, Heartlands, Queen Elizabeth Hospital Birmingham and Solihull Hospital - and through our community services and clinics. We are centres of excellence in many clinical specialties.

But it's not just our patients we invest in at UHB; we also invest in our staff. In fact, we believe we are defined by our people, not the state-of-the-art equipment or facilities we work out of. We have high standards and we want to build healthier lives for patients and our teams, wanting you to enjoy your job, and flourish in it.

To reinforce this commitment, we recently refreshed our values after hearing from over 1,400 colleagues about what made them proud to work at UHB

We will be:

Kind: the kindness that people show to each other every day

Connected: the connections we build with everyone around us

Bold: the ability to be bold in how we think, speak and act

We hope you find this pack useful and look forward to receiving an application from you for this role within our Trust.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J Brotherton', written in a cursive style.

Jonathan Brotherton
Interim Chief Executive Officer

JOB DESCRIPTION

Job Title	Macmillan Personalised Care Lead
Pay Band	8a
Department	Cancer Services
Division	Corporate
Reports to	Macmillan Lead Cancer Nurse
Professionally Responsible to	Macmillan Lead Cancer Nurse

JOB SUMMARY

Following an 18 month scoping project a business case has been developed to implement a centralised personalised care team to deliver elements of personalised care at diagnosis and support teams to embed personalised care initiatives throughout the patient pathway.

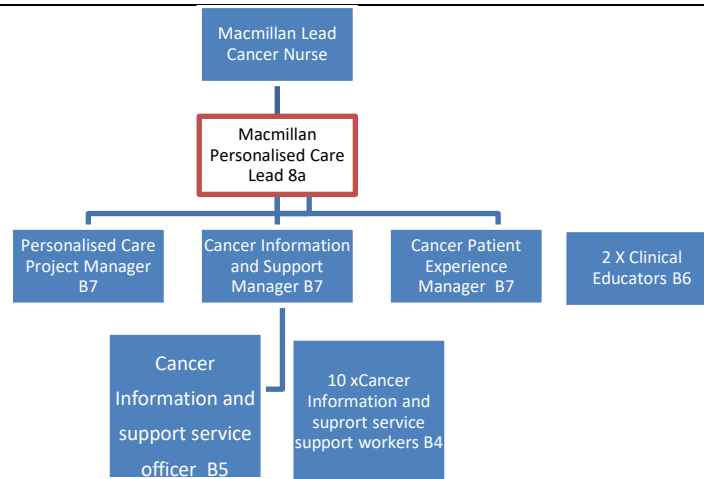
The post holder will provide a leading role to deliver all elements of a Personalised Cancer Care Programme as per the NHS Long Term Plan (2019). Providing strategic and operational leadership across the Trust and working alongside Clinical Nurse Specialists (CNSs), Clinical Teams, Allied Health Professionals (AHP's) and Divisions the post holder will take day to day responsibility for key services and programmes of work to improve the experience of patients living with and beyond cancer at University Hospitals Birmingham (UHB). Fostering and developing strong collaborative working relations internally and externally with commissioned provider organisations, stakeholder groups will be key to this role.

The post holder will represent the Trust and deputise for the Macmillan Lead Cancer Nurse for any matters related to cancer personalised care and attend internal and external meetings with other service providers and quality forums.

They will provide operational line management to a defined group of staff providing credible, effective and visible professional and clinical leadership.

Leading on key objectives, strategic goals and programmes of work they will both lead on and support Nursing, Medical and AHP leaders and other staff groups in discharging their responsibility for ensuring high quality personalised care is delivered. The post holder will promote excellence in professional practice, set and lead quality and experience improvement by leading, engaging and facilitating teams of staff to deliver high standards of compassionate care. This will include balancing the challenges of providing high quality, safe services, with excellent outcomes in a way that delivers efficiencies and meets the needs and expectations of patients and the public.

TEAM/DEPARTMENT STRUCTURE CHART



KEY SKILLS

- Possess confident leadership, management and communication & presentation skills.
- Ability to handle complex highly emotive situations in a professional and compassionate manner
- Possess resilience and determination is flexible and adaptable.
- Possess excellent time-management skills and ability to work on own initiative and where required as part of a senior team.
- Reliable, committed, approachable and able to demonstrate diplomacy at all times.
- Be result-driven and innovative with high level of personal integrity.
- Ability to drive innovation and facilitate collaborative working.
- Ability to apply research techniques to develop policy and project plans.
- Report writing.
- Ability to articulate strategic goals as framed by the Programme.

KEY RESPONSIBILITIES

- The post forms a key part of the Lead Cancer Nursing structure, the post-holder will provide credible, effective and visible professional leadership and will make a contribution in achieving implementation of Personalised Cancer Care at UHB.
- Working with the Macmillan Lead Cancer Nurse the post holder will lead and operationally manage the Programme to ensure service improvement plans are implemented and delivered to time to achieve defined quality outcomes, productivity, access and experience benefits for people affected by cancer, including preparing, co-ordinating and maintaining programme plans.
- Lead the scoping and planning of multiple work-streams within the Programme, including the identification of key milestones, deliverables, benefits, risks/issues and mitigation plans ensuring a standard project management approach is built into all aspects of the Programme.
- Maintain appropriate documentation through all phases, providing reports as required.
- To build and establish good working relationships with key internal and external partners across social and health care providers to facilitate high quality patient care. Engaging with Cancer Clinical Teams to support the Programme taking into account new technologies and working environments.
- Lead on the implementation and surveillance of agreed operational process, service metrics and escalation process. This will be underpinned by written reports, action plans and as required review meetings. Provide and receive highly complex and sensitive information, requiring the post holder to negotiate, influence and act with diplomacy at a high level.

- Support the Lead Cancer Nurse with interpreting national policy / guidelines and report on best practice to inform and influence service change and improvements in the Trust. Identify and draw on best practice from other organisations inside and outside of health care in designing service improvement programmes.
- Proactively manage/ mitigate and advise on risk reduction actions for key risks and issues associated with the programme, ensuring appropriate actions are taken to mitigate or respond to identified risks related to the defined portfolio.
- In collaboration with the lead cancer Nurse determine clear governance and engagement arrangements including lines of responsibility and accountability.
- Co-ordinate and be accountable for the robust implementation and ongoing monitoring of the Personalised Cancer Care agenda, including Holistic Needs Assessment (HNA) and Personalised care Plans, Treatment Summaries and Health and Well Being Events
- Lead on the implementation of e- HNA at UHB
- Support the implementation of stratified follow up pathways within the Trust in line with local and national guidance as well as the Trust's patient initiated follow up work stream.
- Apply change leadership and specialist knowledge, skills and experience in process and systems improvement across the Trust.
- Apply project management methodologies, tools and techniques to deliver rapid, demonstrable and sustainable improvements. This will include responsibility to plan and manage the project implementation activity, lead and motivate project teams providing practical consultancy support as needed to facilitate project delivery, monitor and adjust plans as required to ensure that projects meet agreed timescales and budgets and that project objectives are achieved.
- Encourage and challenge existing processes and pathways across organisational and professional boundaries, to question current practice and to develop new ways of working to support modernisation of services.
- Working closely with the Lead Cancer Nurse promote the involvement of patients, carers and their families, embracing co-production and co-design across all work streams. Use feedback from people with lived experience to influence the service design and delivery of care. Ensure clinical teams and key stakeholders are aware of the outcome of patient / carer experience.
- Identify clinical incident, complaints or concerns trends. Lead and support reflective learning from practice, undertaking investigations using a variety of techniques including root cause analyses.
- Build strong and positive working relationships with multi-disciplinary teams across the Trust to ensure ownership of change is achieved and that supportive and sustainable performance management frameworks are put in place.
- Support service redesign and lead on business case development to support and embed effective and sustainable change
- Establish and lead a programme steering group and short-life working groups and workshops and ensure any risks to programme delivery are identified and addressed promptly.
- Co-ordinate the preparation of agendas, minutes, reports, action plans and updates for the programme steering group.
- Develop a robust personalised cancer care data dashboard that is produced on a monthly basis. Produce briefing documents and papers as requested to present at the Programme Steering Group and to be presented to key stakeholders including UHB Cancer Steering Group, ICB cancer quality group and external agencies where appropriate.
- Maintain high standards in documentation and production of presentations/ reports.
- Working with teams lead on the collation of quantitative and qualitative data to provide evidence of productivity (including COSD), outcomes and quality; promoting and supporting audit and research.
- Develop and maintain effective and strategic links with all internal and external stakeholders; motivate, influence, challenge and empower clinicians, managers and other staff to change and improve their

services.

- Support and inform workforce planning and redesign to deliver the personalised care initiatives
- Attend forums internally, externally and meetings and disseminate information as agreed
- Publish and present service developments and evaluation locally, nationally and internationally, as appropriate.
- Learning from risks and incidents; develop and implement (or contribute to) policies, procedures, guidelines.
- Be a strong advocate for excellent patient care, ensuring and care delivery is in accordance with relevant standards, evidence based and aligned to the Trust guidelines, protocols and policies.
- To act as a role model and be recognised an expert by colleagues by demonstrating and sharing skills and knowledge to enhance patient care. Provide advice on issues in relation to personalised care interventions, policies, protocols and service development.
- Act as a resource advising on the care and management of patients with complex health care needs. Be able to challenge decisions in the best interest of patients.
- Develop skills which support the ability to communicate complex and sometimes contentious information in a manner that is understandable and likely to achieve engagement.
- Plan and prioritise own workload to ensure deadlines are met while managing competing priorities.
- Be skilled in using systems such as Somerset Cancer Register, Remote monitoring Systems and Microsoft Teams and Excel.

BUDGETARY AND RESOURCE MANAGEMENT

- Act as an authorised signatory in line with delegated authority and the Trust Stranding Financial Instructions (SFI's).
- Delegated budget holder for the service and procurement of physical assets , supplies and people
- Responsibility to understand any budgetary demands of the Programme and liaises with colleagues to ensure resolution
- Practice in a cost aware and cost effective manner.
- Be a point of contact for Macmillan and liaise between them and Cancer Services finance leads.

MANAGEMENT , SUPERVISORY, TEACHING, TRAINING RESPONSIBILITIES

- Providing credible, effective and visible professional and clinical leadership to Nurses/ AHP's who are directly involved in treating this cohort of patients.
- To provide managerial and professional leadership of a defined team of staff
- Lead the appraisal process ensuring that personal development plans are consistent with the organisational priorities for cancer personalised care, succession planning and workforce development and where required / if appropriate support revalidation. Ensure job plans are reviewed as required.
- Identify clinical incident, complaints or concerns trends. Lead and support reflective learning from practice, undertaking investigations using a variety of techniques including root cause analyses. Respond to concerns or complaints/ incidents and identify, implement subsequent action plans ensuring ongoing monitoring of any actions are in place.
- Ensure the team understand and work towards performance targets and organisational objectives in all areas of their role including; activity, finance, workforce, governance and quality.
- Establish and maintain robust communications process within and external to your team. Organise team meetings at an appropriate frequency, recording and circulating minutes of these, encourage the exchange of ideas and allow staff to contribute to the agenda.
- Motivate staff to encourage collaborative working in the design of new ways of working and provide support during the change process to overcome resistance to change.
- Take all reasonable care of health and safety at work for you, your team and others and undertake tasks

required of a departmental manager in relation to Health and Safety record keeping, risk assessment and aspects of procedural compliance.

- Deputise for Macmillan Lead Cancer Nurse team in relation to cancer personalised care

Education and Training

- To undertake training needs analysis to identify and deliver a wide range of training and education for clinical and management staff in the hospital relating to Cancer Personalised Care.
- Lead on and coordinate the development of teaching packages / resources for staff, patients and carers.
- Ensure Personalised Care training is offered, up to date and in line with national direction
- Provide advice and support the education and development for the staff employed within the service.
- Actively demonstrate commitment to clinical supervision ensuring sound reflective and facilitation skills.
- Contribution at regional and national cancer personalised care forums as agreed, to maintain profile.
- Maintain links with local higher education institutes including local universities.
- Develop and maintain expertise in developed skills and appropriate competencies, ensuring patient safety in line with the Trust NMC/ HCPC regulatory frameworks.

RESEARCH AND DEVELOPMENT

- The post holder will manage and support team involvement in Cancer Personalised Care audits, quality improvement/assurance activities and research projects. This will include participating and leading on the evaluation of studies, making recommendations, and implementing service improvements.
- Identify priorities for research and development and explore how these can be initiated with colleagues within the research and development department in collaboration with the relevant colleagues.
- Contribute to local, regional, or national audit/research and present findings.
- Critically appraise the outcomes of published research, evaluation and audits and apply them to improve practice and link to Cancer Personalised Care.
- Ensure all audit activity is registered within the clinical compliance and audit framework of the Trust.
- Analyse data and use this to support service development; facilitate new ways of working.
- In collaboration with the Lead Cancer Nurse, to establish clinical performance and quality standards and to ensure that systems are in place to regularly monitor and evaluate these.
- Participate in research projects as required, disseminating and ensuring utilisation of research results to change practice.
- Utilise research findings in the delivery of specialist patient care, developing new ways of working.
- Be aware of research /trials being undertaken within the specialist field of practice

EFFORT

Physical Skills/ Effort

- Computer literate with standard IT / keyboard skills.
- Ability to travel regularly between all Trust sites / premises associated with the Trust and across the UK to attend meetings associated with the role as a Trust representative.
- Light physical effort requires moving small items within office.

Mental effort

- There is a frequent requirement for concentration where the work pattern is unpredictable and subject to frequent interruptions for urgent reasons.
- There is a requirement for the post holder to analyse complex data for long periods of time and produce reports / recommendations from the analysis.
- There is a requirement to interpret and translate national policy / directive into local action, policy and procedure at Trust level.
- There is a requirement for autonomous decision making sometimes this may be urgent and in the

absence of detailed information.

Emotional Effort

- The job role involves proactively managing complex situations through the employment of strong interpersonal skill to engage, influence and lead a diverse range of stakeholders through transformational change.
- The job role involves communicating sensitively in very highly emotive situations which involve sensitive issues associated with patients who have been diagnosed with cancer and staff who care for these patients.
- There is a requirement to reconcile inter and intra professional differences of opinion and judgements on complex clinical and professional issues.
- The post holder will be required to impart unwelcome news to stakeholders which may influence strategic decisions in relation to staff deployment, budget expenditure.
- The post holder will deal with challenging concerns or issues raised by staff / colleagues and employees in relation to their terms and conditions, conduct or capability; this includes staff performance and the formal management of staff through agreed policy
- Able to make a connection between the area of work and the benefit to patients and the public
- Demonstrate drive and energy and remain calm and efficient under pressure
- Understand the importance of diversity and inclusion in delivering our role in the health and care system

TRUST VISION & VALUES

DO NOT AMEND THIS SECTION

The Trust is clear on its vision and values and aims to make sure that they are reflected in all areas of activity. Our vision is simple; building healthier lives. Our values apply to every member of staff and help us in all we do and how we do it. They are:

Kind: The kindness that people show to each other every day

Connected: The connections we build with everyone around us

Bold: The ability to be bold in how we think, speak and act

ADDITIONAL INFORMATION

This job description is designed to assist post holders with understanding what is expected of them in their role. University Hospitals Birmingham NHS Foundation Trust may ask them to undertake other duties, as required, which are not necessarily specified on the job description but which are commensurate with the grade of the post.

The job description itself may be amended from time to time in consultation with the post holder, within the scope and general level of responsibility attached to the post.

All post holders must take responsibility to ensure that they are aware of and adhere to all Trust policies, procedures and guidelines relating to their employment regardless of their position within the Trust.

Last Updated: November 2022

PERSON SPECIFICATION

JOB TITLE: Macmillan Personalised Care Lead	
TRAINING, QUALIFICATIONS AND PROFESSIONAL REGISTRATIONS	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Registered Nurse on the NMC Register or HCPC Registered professional • Educated to Masters level in a Health 	<ul style="list-style-type: none"> • Post graduate Leadership training/development course

<p>Related Subject or equivalent demonstrable experience supplemented by specialist training , experience or short courses or equivalent related to Cancer ad or personalised care.</p> <ul style="list-style-type: none"> • Qualification or equivalent experience in change management, project management methodologies • Professional clinical background (nursing, allied health professional or equivalent) experience of cancer care • Evidence of continuing professional development relevant to post 	
EXPERIENCE & KNOWLEDGE	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Significant knowledge of the recommendations and evidence for cancer personalised care • Knowledge of the current cancer personalised care agenda • Significant management experience within a multidisciplinary environment across healthcare sectors including local service / community and health and social care partners • Experience of managing projects and service transformation and delivering them within agreed timescales and budgets • Experience in use of data for continuous quality improvement and outcome monitoring and assurance • Experience of leading and delivering complex change and strategy development programmes in a politically sensitive and complex NHS environment • Experience of networking and influencing across organisational boundaries and facilitating collaborative working • Experienced and successful project manager who can demonstrate sustainable service or quality improvement achievement's in current or previous roles relative to the post applied for • Experience in setting objectives/ KPI's • Experience in leading and implementing safety / quality and experience initiatives and sustainable service Improvement • Experience in writing reports /presenting 	<ul style="list-style-type: none"> • Demonstrable appreciation of the relationship between the Department of Health, NHS England and individual provider and commissioning organisations <ul style="list-style-type: none"> • Able to think strategically and translate vision for local service into delivery by collaboration and partnership. • Experience in developing and implementing governance and safety frameworks to support service and quality delivery , improvement and sustainability including learning from incidents or quality assurance audits/ National policy



<p>information Internally / externally in a timely manner to a range of Senior Manager's</p> <ul style="list-style-type: none"> • Can demonstrate working knowledge of relevant literature, research and legislation relating to the Cancer Personalised Care Agenda and key initiatives for delivery • In depth knowledge of national; regional cancer strategy and key objectives around the Living with & Beyond Cancer and Personalised Care Agenda • Track record of success in the management of significant changes and innovation with demonstrable results. • Knowledge of workforce re-design or service improvement methodology/tools • Experience of using Microsoft Office/ 365 specifically Word, Excel and Teams 	
SKILLS & ABILITY	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Able to demonstrate effective leadership style, able to build confidence / motivate staff including the ability to encourage self-initiative, good practice and completion of projects within team environments • Ability to analyse complex issues/problems, identify necessary actions and make recommendations in order to follow these through • Ability to write reports in short, changing timescales whilst subject to frequent interruptions requiring immediate responses. • Ability to work on own initiative and organise workload, allocating work as necessary, working to tight and often changing deadlines. • Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate. • Possess excellent written and oral presentation and organisational skills • Ability to influence, motivate and lead teams of staff in an open and transparent management style. • Ability to remain focussed and 	<ul style="list-style-type: none"> • Understanding of broad NHS roles and responsibilities, structures and processes. • Advanced decision-making skills with the ability to think, plan and deliver strategically



<p>demonstrates vision and direction utilising highly developed communication, listening and questioning skills.</p> <ul style="list-style-type: none"> • Possess excellent time-management skills and ability to work on own initiative and where required as part of a senior team • Able to deal with difficult & sensitive situations with tact and diplomacy • Excellent interpersonal and communication skills and an ability to work in multi-disciplinary environments – evidence of working with people at all levels both inside and outside the organisation. • Highly developed negotiating and influencing skills, overcoming barriers to understanding and acceptance and reaching agreements. 	
OTHER SPECIFIC REQUIREMENT	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Ability to work flexibly and where necessary outside of core working hours. • Ability to travel across all Trust sites/ services 	