



**Chief Operating Officer  
Candidate Information Pack**

## About The Royal Marsden

As one of the leading cancer centres in the world with a track record of developing new and better ways of diagnosing and treating cancer, The Royal Marsden contributes to improved outcomes for patients globally. Its primary aim is to deliver the best cancer treatment through world-leading research, operating a 'bench to bedside' strategy with our academic partner, The Institute of Cancer Research (ICR).

As a specialist provider, The Royal Marsden has a responsibility to innovate and ensure that it can act as a test bed of best practice for the NHS. The Trust has a history of trialling new technology, from intensity-modulated radiotherapy techniques to installing the UK's first Magnetic Resonance Linear Accelerator (MR Linac) machine and developing the largest and most comprehensive programme of robotic surgery in the UK.

The Trust is also the host and founder of RM Partners, one of 19 cancer alliances made up of healthcare providers along the pathway from primary care to specialist hospital provision. The Royal Marsden and RM Partners are pioneering new models of care, rapidly translating clinical research into clinical practice. Its focus is on transforming early diagnosis to improve cancer survival.

The best healthcare requires not only technical and clinical excellence, but the highest standard of care delivery and The Royal Marsden has a consistent record of top decile performance across all aspects of treatment and care. This includes results from national inpatient and outpatient surveys, a customer service excellence award for all services, international accreditation for safety and quality and some of the highest scores nationally in staff survey results.

This is a reflection of the skills and culture of the workforce at The Royal Marsden who work to a set of values developed to reflect what staff do every day. The values demonstrate the commitment to excellence in everything staff do and provide a strong foundation for the delivery of the very best patient care, service delivery and life-saving research as well as being embedded in recruitment and appraisal systems.

Our four key values are:

**Pioneering Change** – We lead the way in cancer research and drive continuous innovation to improve the lives of patients.

**Pursuing Excellence** – We strive to be experts in our field, working to deliver outstanding quality in all that we do.

**Working Collaboratively** – We work in an inclusive way, bringing together different expertise, partners and resources to achieve the best possible outcomes.

**Showing Kindness** – We aspire to create a world class experience where all patients, staff and partners feel valued and respected.

As cancer incidence increases and new treatments allow us to significantly improve survival, the Trust will face increasing pressure on its services, facilities and staff, in particular its capacity to deliver on the national 62 day and two-week targets. This also presents the Trust with a workforce challenge to recruit and retain trained staff, and to adapt its workforce to reflect the increasingly complex delivery of cancer care using the latest technology and precision treatments.

The Royal Marsden has a strong track record of financial performance and has been given a low-risk rating by its regulator, NHS Improvement, since its inception as an NHS Foundation Trust on 1 April 2004. It was one of the first 20 NHS Foundation Trusts in the country and has a well-developed governance structure with a high-quality Board and a Council of Governors. However, the economic climate and the cost of delivering healthcare – especially for a cancer centre – means that financial sustainability over the next five years remains a significant challenge.

## Five Year Strategy

The Trust recently refreshed its Five Year Strategy 2018-19 to 2023-24, which can be found on our website using the following link: [Five-Year Strategic Plan | The Royal Marsden](#)

## The Trust Board

The Trust Board comprises an independent chair, executive directors, (Chief Executive, Deputy Chief Executive, Chief Operating Officer, Chief Nurse, Chief Financial Officer and Medical Director), and five non-executive directors.

## The Leadership Team

At the Royal Marsden NHS Foundation Trust, the hospital management structure is organised into four divisions: Cancer Services, Clinical Services, Private Care and Clinical Research. Each division is managed by a Divisional Director supported by a number of Clinical Business Unit teams, which differ slightly by division. The service divisions are supported by corporate functions such as Finance, Workforce, Marketing and Communications, Information and Performance, and Estates. The Executive Directors along with the Divisional Directors, Directors of the corporate functions and Managing Director of The Royal Marsden Cancer Charity comprise the Leadership Team of The Royal Marsden.

## ICR

The ICR is the academic partner of The Royal Marsden. ICR is a College of the University of London. It was established in 1909 to investigate the causes of cancer and develop new strategies for its prevention, diagnosis, treatment and cure and is now a centre of excellence employing some of the world's leading scientists working on cutting edge research. The ICR is on two sites located adjacent to both the Chelsea and Sutton sites of The Royal Marsden and is closely integrated with the NHS clinical provision.

## JOB DESCRIPTION

**Job title:** Chief Operating Officer

**Grade:** Executive Director – Pay agreed by Remuneration Committee

**Hours of work:** 37.5 hours per week

**Location:** The Royal Marsden, Sutton and London, with regular travel to Wallington offices

**Reports to:** Chief Executive

**Accountable to:** Chief Executive and Trust Board

**Manages:** Divisional Director - Cancer Services, Divisional Director - Clinical Services, Head of Facilities, Director of Projects and Estates.

**Liases with:** Deputy Chief Executive, Medical Director, Chief Nurse, Chief Financial Officer, Managing Director for Private Care, Managing Director for RMP, Director of Workforce, Managing Director for RMCC.

### Key relationships:

#### Internal

- Council of Governors
- Trust Board Directors
- Management Executive
- Senior Clinicians

#### External

- Royal Marsden Partners (the Cancer Alliance for West London hosted by the Royal Marsden NHS Foundation Trust)
- SWL ICS and NWL ICS
- NHSE London Regional Team
- London Chief Operating Officer network

### Job summary

The Chief Operating Officer is responsible for the day-to-day operation and performance of the Trust's Clinical Management Divisions and non-clinical support functions. The Clinical Management Divisions include all Cancer and Clinical Support Services at The Royal Marsden's two main sites in Chelsea and Sutton and the Chemotherapy Day Unit at Kingston Hospital.

The Trust's service structure is based on Clinical Divisions, each led by a Divisional Director reporting to the Chief Operating Officer, supported by a Divisional Medical Director, a Divisional Nurse Director and Clinical Business Unit leads. The Chief Operating Officer is also responsible for the day-to-day performance, including all activity targets, financial performance and quality and safety standards.



## Key areas of responsibility

### 1. Corporate/Board

- Contribute to the leadership and direction of the Trust as a member of the Board.
- Attend and contribute as required to the meetings of the Council of Governors, which are held quarterly.
- Participate in developing and maintaining strong relationships with NHS partners in North West and South West London so that The Royal Marsden can add value to local health communities as a major cancer provider and system leader of the Royal Marsden Partners Cancer Alliance.
- Contribute as a member of the Senior Leadership Team to the excellent and constructive relationship between professional groups and the strong performance ethic at The Royal Marsden.
- Ensure that all staff are managed within the Trust's workforce management framework, that the best employment practice is adhered to at all times and that Diversity and Inclusion is prioritised to create the very best employee experience.

### 2. Operational Management

- Provide leadership and direction for all clinical services and non-clinical support functions working closely with two Divisional Directors, the Director of Projects and Estates and the Head of Facilities.
- Ensure the Trust continues to deliver the highest standards of treatment and care effectively and safely, meeting or exceeding national and local performance targets.
- In conjunction with professional advice from the Chief Nurse and Medical Director, provide effective operational management systems and processes for clinical and other staff to deliver high quality care, teaching and research within available budgets.
- Work with the Chief Finance Officer to ensure adequate processes are in place to track income and expenditure for operational services and ensure Divisions meet budgetary targets.
- Work with director colleagues in securing service modernisation through the Trust's strategic and business planning processes.
- Work with the Medical Director, Chief Nurse and Director of Workforce to ensure appropriate workforce plans are created and implemented across all service areas.
- Develop and maintain effective working relationships with external partners and stakeholders, raising the profile and reputation of the Trust in order to maximise opportunities to enhance The Royal Marsden's provision of care.
- Represent the Trust and Chief Executive as required and play an active role in ensuring the Trust makes an effective contribution to the development of health care plans in the local health economy.

- Provide highly visible and inspiring leadership for staff throughout the Trust, championing a professional and open culture which empowers staff to deliver consistently high quality of care with compassion, acting as a role model for the behaviours and high professional standards expected.

### 3. Strategic Leadership

- Oversee the delivery of the estate's annual capital programme for the Trust.
- Provide leadership for all elements of space and capacity planning including support for major capital programmes.
- Represent the Trust as the external executive lead for system operational planning events including winter preparedness.
- Trust lead for the SW London Elective Care Board and Acute Provider Collaborative.
- Manage key external relationships with commercial partners for estates and facilities services.
- Chair the Fulham Road Collaborative for the provision of facilities management services.
- RM Executive lead for the North Thames Genomics Laboratory Hub.

### 4. Workforce Management

- Ensure that all services provided are appropriately staffed, that people are all managed responsively and compassionately within the Trusts employment framework and good practice, including the best recruitment practice, appraisal and development, and personal and professional support to ensure the provision of the best possible employment experience.
- Promote the principles of the Trusts commitment to Equality, Diversity and Inclusion, so that is privileged in all service and workforce decisions.
- Maintain the highest level of conduct and performance by all staff, ensuring that any conduct, capability or relationships concerns are addressed in a timely and professional manner, in accordance with the Trust employment framework and the best employment practice.

### General

#### • Codes of Conduct for NHS Managers

Managers are required to carry out their duties in a manner which complies with the Code of Conduct for NHS Managers Directions 2002.

#### • Standards of Business Conduct and Conflict of Interest

The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require all employees to declare all situations where a close relative or associate has a controlling interest in business [such as a private company, public organisation or other NHS voluntary organisation] or in any activity which may compete for NHS contracts to supply goods or services to the Trust. All such interests must be declared in the Trust's register of interests either on appointment or when such interests are gained.

Employees are required to make themselves aware of and adhere to the Trust's governance policies, such as Standing Orders and Standing Financial Instructions.

- **Information Security and Confidentiality**

During the course of employment, the post holder may have access to see or hear information of a confidential nature and are required not to disclose such information, particularly relating to patients or staff. All person identifiable information must be held in the strictest confidence and should be disclosed only to authorised people in accordance with NHS Confidentiality Guidelines [Caldicott] and Data Protection Act 1998 unless explicit written consent has been given by the person identified, or where information sharing protocols exist.

- **Data Protection**

The post holder must, if required to do so, process records or information in a fair and lawful way. They must hold and use data only for the specified, registered purposes for which it was obtained and disclose data only to authorised persons or organisations.

- **Corporate Governance**

The post holder must, at all times, act honestly and openly and comply with relevant corporate governance requirements, employment legislation, standards of business conduct, codes of openness and accountability.

- **Equal Opportunities**

The post holder must comply with and promote Equal Opportunities and accordingly must avoid any behaviour which discriminates against colleagues, potential employees, patients or clients on the grounds of sex, marital status, sexual orientation, age, race, colour, nationality, ethnic or national origin, religion, political opinion, trade union membership or disability.

- **Health and Safety**

Under the Health and Safety at Work Act (1974), it is the responsibility of individual employees at every level to take care of their own health and safety and that of others who may be affected by their acts at work. This includes co-operating with the organisation and colleagues in complying with health and safety obligations to maintain a safe environment and particularly by reporting promptly and defects, risks or potential hazards.

- **Flexibility**

The Trust is currently working in a climate of great change within the NHS. It is therefore expected that all staff will develop flexible working practices to be able to meet the challenges and opportunities of working within the new NHS.

- **Risk Management**

Staff at all levels have a responsibility for ensuring that risks are managed at work group and local level. This process will include the assessment and effective control of all acceptable risk situations.

Employees are expected to maintain a high level of awareness and assist in the process of reporting incidents, assessing risks and plans to minimise these risks.

- **No Smoking**

The Trust has implemented a No Smoking policy that applies to all staff except in designated smoking areas.

- **Dress Code**

The post holder is expected to adhere to the Trust's guidance to staff on standards of dress.

## Person Specification

Candidates must be able to demonstrate	Essential/Desirable	Assessed by:
<b>Education/Qualifications</b>		
Educated to Master's level or equivalent experience	Essential	Application Form
Track record of continuous professional and management development	Essential	Application Form/ Interview
<b>Experience</b>		
Significant experience in building organisational capabilities including establishing a clear strategic vision and direction and translating this into successful outcomes	Essential	Application Form / Interview
Demonstrable evidence of experience and achievement in a significant Board level exposure/experience healthcare organisation	Essential	Application Form / Interview
Extensive experience as a senior manager with a track record of delivering excellent results in leadership and management of complex operations	Essential	Application Form / Interview
Experience of capacity planning and translating organisation strategy and vision into operational objectives	Essential	Application Form / Interview
High level of managerial competency with the ability to lead and manage change in a complex and dynamic organisation	Essential	Application Form / Interview
Evidence of significant experience in leading and influencing professional groups to secure cross-system improvement and change	Essential	Application Form / Interview
Demonstrate experience of building, maintaining and utilising successful relationships with all staff, within complex organisations	Essential	Application Form / Interview
An understanding of healthcare planning process and key national healthcare issues	Essential	Application Form/ Interview
Demonstrate strong and credible leadership in being able to pull people together across systems and motivate them to deliver common aims and targets	Essential	Application Form/ Interview
Demonstrate significant experience of situational leadership, human resource management and people development	Essential	Application Form/ Interview
<b>Skills Abilities/knowledge</b>		
Highly effective communication skills – must be able to articulate complex issues to a wide range of recipients, both written and verbally	Essential	Application Form / Test/ Interview
Excellent presentation skills with the ability to engage and influence diverse audiences	Essential	Application Form / Test/ Interview



Strong interpersonal and negotiating skills, with the ability to engage, build and sustain relationships both within the Trust and within external organisations	Essential	Application Form / Test/ Interview
Able to demonstrate sound financial management skills and understand business centred approach to healthcare provision	Essential	Application Form / Test/ Interview
Excellent organisational and time management skills to meet competing priorities	Essential	Application Form/ Interview
Able to take 'tough' decisions and calculated risks and see required action through	Essential	Application Form / Interview
Excellent project management skills as a project manager or sponsor. Ability to work under pressure and meet tight deadlines	Essential	Application Form/ Interview
Ability to share vision and engender ownership in others, and to work within a wider team	Essential	Application Form/ Interview
Exhibits a drive, energy and enthusiasm and resilience to drive through and achieve end results and improvements	Essential	Application Form/ Interview
<b>Other Requirements</b>		
A strong leader and team player with an ability to gain credibility at all levels inside and outside the organisation	Essential	Interview
Exceptional influencing and persuasion skills	Essential	Interview
Results orientated, resilient, with a strong personal integrity and commitment to a culture of responsibility and accountability	Essential	Interview
Ability to think creatively and demonstrate strategic thinking across the range of organisational issues	Essential	Interview
Well-developed IT Literacy	Essential	Interview

The above attributes have been identified by management to be necessary for this post and will be used when short listing applicants for interview.