



Marie  
Curie

Care and support  
through terminal illness

# Appointment of Chief Nursing Officer

Candidate Brief, June 2023

Saxton Bampfylde

*S. Ezekiel*

# Introduction



Dear Applicant,

Thank you for your interest in the new role of Chief Nursing Officer at Marie Curie.

Marie Curie is one of the UK's most loved charities; every year we have the privilege of caring for one in ten people who are at the end of their lives. We get extraordinarily positive feedback on the service we give every day to some of the most vulnerable people in the UK.

Tragically many people in the UK do not get the support at the end of life they need and deserve, and the increased size of the population means that over the coming few years this problem will get worse with many more people approaching the end of their lives.

At Marie Curie we want a world where everyone has the very best end of life experience; we only have one chance to get end of life right for people and their loved ones, so we are approaching our strategy with drive, urgency, pace and bold intent.

The next few years will test the clinical and business agility of all organisations, including Marie Curie. We see a strong future for our organisation as a pace based and innovative leader in end-of-life care. The incoming Chief Nursing Officer will work closely with our Chief Medical Officer, Executive Director of Operations and the Business Development team to deliver on our ambitions. In this role, you will lead our outstanding nursing and quality teams to take our work to the next level, building on existing excellent work on patient safety and outstanding quality patient-centred care, ensuring patients and their loved ones get the very best experience. Additionally, you will be a thought leader, sharing best practice and innovative models of care with the wider sector and across all four nations, increasing the impact we are able to have on behalf of individuals who are at the end of their lives, as well as those who care for them.













Working closely with me and the rest of the executive team the Chief Nursing Officer will have the chance to make a large impact on the charity, but more importantly on many more people in the UK who are approaching the end of their lives. We have an amazing team at Marie Curie who are driven and passionate to continue creating a stronger UK society for all.

If you have the vision and desire to take your experience and expertise to make a transformational difference to the UK, this is potentially a career-defining role.

**Matthew Reed**  
Chief Executive Officer

# Our year at a glance

With nearly 75 years' experience, Marie Curie is the UK's leading end of life charity. Across our four nations, we support people affected by all terminal illnesses, and we're the UK's largest charitable funder of palliative and end of life research.

 <p><b>Care</b></p> <p><b>46,000</b> people cared for by Marie Curie Nurses and Healthcare Assistants</p>	 <p><b>Support</b></p> <p><b>904</b> bereavement support sessions</p>	 <p><b>Volunteers</b></p> <p>Over <b>6,500</b> volunteers donate their time to our vital cause</p>	 <p><b>Reach and influence</b></p> <p>Almost <b>1.2 million</b> people accessed our online and printed Information and Support materials</p>
 <p><b>1,904</b> registered Nurses and Healthcare Assistants</p>	 <p><b>18,649</b> Information and Support enquiries via phone and web</p>	 <p><b>8,014</b> home visits by Helper volunteers</p>	 <p>Our online magazine Talkabout generated over <b>423,000</b> visits</p>
 <p><b>9 hospices</b> across all <b>4 nations</b></p>	 <p><b>718</b> households supported by Helper Volunteers</p>	 <p><b>423</b> volunteer fundraising groups raised <b>£2.5 million</b></p>	 <p>An estimated <b>600,000</b> people to benefit from our palliative care campaigning successes</p>





## What we do

### Nursing and medical services

Direct support for about 40,000 people a year at the end of their lives through hospices and an iconic nursing service working in communities across the UK.

This was powerfully demonstrated during the Covid-19 pandemic where Marie Curie has supported more people than ever before and has worked alongside the NHS on the front-line providing care for patients at end of life in extraordinarily difficult circumstances.

Marie Curie is the UK's largest single provider of hospice care in the UK, outside the NHS. We are commissioned by the NHS to operate a network of nine physical hospices across the UK. We provide a full range of palliative care services including in-patient care, day care activities, outpatient services and community-based services including homecare visits, "hospice at home" and rapid response services in every region of the UK. Volunteers play a particularly important role in our work.

### Research and policy

Marie Curie is the largest charitable funder of research into better ways to care for and support people with terminal illness and their families.

Marie Curie is also an effective voice and opinion-former to Government across all four nations, raising and now keeping the importance of palliative care on the health care agenda.

### Information and Support

Marie Curie's helpline and website provides practical help and trusted information on everything from day-to-day care, to sorting out money matters, or coping with feelings. A range of information and support is available on-line, through a Freephone Support Line, a web-chatline, and through free publications and resources. At the start of the pandemic we also launched a bereavement service to provide additional support to support grieving at this difficult and isolated time. Providing this level of personal support to individuals and their carers is a key priority of the charity.

Marie Curie is constantly evolving its service offer ensuring that it remains relevant and supportive to the needs of those who use its services. This is especially important as increasing numbers of people face the end of their lives with multiple complex conditions, which often require new approaches to care.

# Our strategy, growing our services to reach more people who need us

We are tremendously proud of our work at Marie Curie and we know that it is highly valued by families who receive our services.

However, we also know that there are many other people who do not get the support and care they need and deserve at the end of life. The UK population is rapidly ageing; by 2033, there will be 7.2 million people aged 75 and over in England alone, and 1.2 million aged over 90. This means there will be more people living with a combination of multiple conditions, making their end-of-life care even more complex. By 2040, we expect the need for palliative and end of life care to have increased by up to 42%. So it is vital that we grow our organisation to meet the demands of the world we operate in.

At Marie Curie we want to ensure that everyone affected by dying, death and bereavement has the best possible experience, reflecting what's most important to them. So alongside continuing to provide valuable support and care in people's last days, we want to drive change at a systems

level, lead through a focus on person centric care, place based working around the UK, service innovation, collaboration, and partnerships, as well as increase influence on policy development.

We have developed a strategic approach which will guide us for the coming years with the clear aim of ensuring that many more people get access to the care that they need, and their families, at the end of their lives.

In this role you will work with our Chief Medical Officer, Executive Director of Operations and the Business Development team to deliver on our ambitions, working closely with our Deputy Director of Nursing and Quality and amazing nursing and quality teams to take this work to the next level building on the existing excellent work.

To learn more, visit our website and read our strategy and annual report: <https://www.mariecurie.org.uk/>.









# Chief Nursing Officer

<b>Job title:</b>	Chief Nursing Officer (“CNO”)
<b>Department:</b>	Chief Executive Office
<b>Reports to:</b>	Chief Executive Officer
<b>Reporting line:</b>	Deputy Director Quality and Nursing

The post has a direct team of 21 and gives professional leadership to approximately 2000 clinical staff.

## Role Summary

The Chief Nursing Officer is a pivotal role within Marie Curie’s Executive team, providing visible clinical leadership and direction for the development of nursing practice to our nurses, allied health professionals, health care assistants and clinical support workers.

The Chief Nursing Officer will be responsible for the standard of nursing care delivered, ensuring it is of the highest standards, meets regulatory requirements in the four nations. They will lead the Charity on patient safety and outstanding quality patient-centred care, ensuring patients and their loved ones get the very best experience and standard of care. This brings together a robust and dynamic approach to care delivery and service development alongside the Chief Medical Officer (CMO), Executive Director of Operations and the Business Development team.

Reflecting the diverse communities that we are proud to serve and the value of diversity within the organisation, Marie Curie is committed to widening the diversity of its leadership and board, and appointing leaders who are committed to lead and create a workplace focused on equity, diversity and inclusion. We actively and warmly encourage applications therefore from a broad and deep range of backgrounds and lived experiences.

## Key summary responsibilities

- Ensure there are fit for purpose systems in place for the safe delivery, monitoring and evaluation of patient care.
- Embed and develop the clinical governance framework which supports continuous improvement in the quality and safety of services and ensures Marie Curie can demonstrate compliance in patient regulatory matters.
- Executive lead for Safeguarding across the charity and Caldicott Guardian.
- Assume responsibility for Director of Infection Prevention and Control (DIPC), ensuring strategies and processes are in place to manage this at all clinical levels.
- Provide the Chief Executive and the Board with expert clinical advice and information on palliative care nursing issues, services, and implications on strategic decisions particularly around impact on quality of care.
- Be responsible for leading the strategic development and shaping of new service provision from a nursing and allied health care professional perspective.

- Ensure all health care/safety related incidents and near misses and complaints are reported and evaluated in line with the Marie Curie Incident Policy and a just culture approach.
- To reduce or manage risk, ensure adjustments are made to care policies and protocols, or recommendations are made to charity wide policies where necessary.
- Actively lead and champion equality, diversity and inclusion.

## Key relationships

The role requires partnership working with a wide range of internal and external stakeholders including:

**Internal:** Collaboration with all Executive members, Trustees, Clinical Teams, Clinical Nurse Specialists, Learning and Development, Nursing and Quality Assurance Team, Legal Services, Head of Risk, and the Head of Assurance and Compliance

**External:** Nursing Midwifery Council (NMC), HCPC, and all regulators including Care Quality Commission and equivalent across England, Scotland, Wales and Northern Ireland.

## Accountabilities (duties & responsibilities)

### Strategic management

- In collaboration with the Chief Executive Officer (CEO) and other leaders, be responsible for the development and delivery of a strategic clinical plan to support achieving Marie Curie's long-term strategy, ensuring it is implemented and responsive to patient needs.
- Actively work to develop cohesion and collaboration with the rest of the organisation.
- Contribute and influence the shape of the services for Marie Curie which supports achieving the charities goals now and in the future.
- Contribute to the strategic business planning process, providing specialist advice on the best way of delivering innovative practice through strategic thinking and policy development.
- Work with the Executive team and place-based leaders throughout the UK to ensure a charity wide approach to the planning and staffing of services in a cost efficient and sustainable way, ensuring excellent standards of care for all patients in both the community and hospices.
- In collaboration with other Executives and local clinical leaders, co-design and develop services that deliver the Charity's core work.
- Embed the organisation values and patient led service delivery.
- Maintain clinical practice in a range of Marie Curie Service settings.

### Professional leadership and practice standards

- At all times work in accordance with the NMC Code of Professional Conduct as well as the MC Code of Conduct.
- Work strategically with the CMO, Nursing and Quality Assurance team and clinical teams to deliver on national policy and professional guidelines.



- Be a values-based and inclusive leader with an authentic desire to ensure access of services to all who need them.
- Provide professional and empathetic leadership to all nurse specialists, clinical or quality managers and multi-disciplinary team members across Caring Services, ensuring that there is sharing of best practice across all the charity and advocating a learning environment.
- Provide leadership to and facilitate the development and use of research and audit in nursing practice.
- Encourage a philosophy of continuous professional development amongst colleagues, leading by example by maintaining strong links with all current best or evidence-based practice.
- At all times work in collaboration and partnership with all health care professionals, continually promoting effective inter-professional working.
- In conjunction with the CMO, take responsibility for high standards of clinical practice and performance.
- Promote and develop patient related outcome measures that is person centric and place- based
- Participate at local and national levels on professional nursing and corporate issues, developing partnerships, sharing best practice and integrating this knowledge within the charity.
- Ensure the maintenance of professional standards of care in line with all relevant codes of professional practice, standard and regulatory frameworks across all four nations.
- Develop people practices that support employee engagement, retention, management and development in collaboration with People Services.
- Partner with Chief People Officer to drive effective clinical workforce planning in line with our current and future services through advice on skill mix, deployment and utilisation consistent with national and regulatory body standards and requirements that ensure effective use of resources.
- Lead the Nursing and Quality Assurance team to embed our organisational risk enabled culture which drives clinical governance and quality of care and monitor its effectiveness, ensuring compliance with all relevant regulatory requirement.
- Work with colleagues at all levels to engender a culture of reporting of incidents and continuous improvement.
- Ensure the learning from adverse events and complaints results in changes in practice to prevent future occurrences.
- Ensure learning from patient feedback is included in practice standards.
- Lead on safeguarding requirements across the charity and Chair the Safeguarding Assurance Group.
- As a senior leader support the coordination, monitoring and review of the use of financial resources for services delivery and innovation.
- Manage and be responsible for a delegated budget for the improvement element of Caring Services and Quality Assurance.
- To establish effective relations with patients, the public and the local health authorities.

This job description is not exhaustive. It merely acts as a guide and may be amended to meet the changing requirements of the charity at any time after discussion with the post holder.



## Person Specification

### Experience

- Significant post registration leadership experience in a senior nursing role, with knowledge and understanding of the wider integration agenda across healthcare, either through experience working in the NHS or wider healthcare providing organisation in the charity or private sector;
- Evidence of a good understanding of current best practice in the principles of nursing and wider healthcare assistant workforce profile, strategic workforce planning and workforce deployment issues;
- Evidence of leading the development of care responsive to the evidence base, national and local policy and good practice guidelines (it would also be useful to bring experience working in Wales, Scotland or Northern Ireland, given our work across the four nations);
- Evidence of understanding the clinical governance agenda and practical approaches to implementation ensuring robust systems are in place;
- Experience of leading and delivering regulatory and risk management programmes e.g. CQC registration;
- Experience delivering healthcare innovation, with a desire toward excellence and innovation in this space.

### Skills/Abilities

- Collaborative team player with, for e.g., MDT experience;
- Values based, and inclusive leader;
- Authentic commitment to placed based and person centric care;
- Demonstrate highly developed collaborative leadership skills, and the ability to facilitate effective teams and deliver through them;
- Excellent verbal, written and presentation skills, able to produce clear, accurate, written and verbal reports on accountable issues to Board level;



- Evidence of highly developed inter-personal and communication skills across a range of situations across healthcare boundaries;
- Evidence of analysis, interpretation and facilitation of highly complex data or information relating to the role;
- Proactive and self-motivated with the ability to motivate others;
- Ability to work collaboratively and influence outside of formal line management relationships;
- High level of emotional intelligence, and ability to work with ambiguity and in a complex environment/structure;
- Enthusiastic and tenacious, and able to work in an innovative, busy environment, with good time management, prioritisation, and organisational skills;
- Ability to relate to and influence multi-disciplinary team members across Caring Services;
- Ability to act on own initiative with evidence of high-level autonomous decision making and be as comfortable working in a collaborative team;
- Evidence of ability to confront challenging issues taking a problem-solving approach to ensure proactive and effective resolution.

### Qualifications, Training & Education

- Registered General Nurse;
- Management and leadership training

### Other Requirements

- A genuine desire to work in the voluntary sector and a commitment to the work of Marie Curie;
- Self-motivating, proactive and with a real drive for success;
- Committed to actively lead and create a workplace focused on equity, diversity and inclusion.

## Terms of Appointment

Salary – Equivalent to NHS VSM including NHS pension continuity.

Putting people at our heart is one of our values at Marie Curie and this applies to everyone who joins our team. By joining Marie Curie you'll become part of a committed team of people that work to make sure we provide the best possible care and support for people living with a terminal illness and their families.

The biggest reward of working at Marie Curie is knowing that every day you make a material difference to many people's lives in the UK.

Flexible, with ability to work in London and around the UK at service locations as required.

*Reflecting the diverse communities that we are proud to serve, Marie Curie is committed to widening the diversity of its leadership and board. We actively and warmly encourage applications therefore from a broad and deep range of backgrounds and experiences.*

# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Marie Curie on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **ZMSH**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Monday 17<sup>th</sup> July**.

*\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

#### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

# Key dates for the process

<b>Shortlist meeting</b>	<b>Wednesday 16<sup>th</sup> August</b> Date for info only
<b>Pre-meet with Matthew Reed (CEO) in person at One Embassy Gardens, 8 Viaduct Gardens, London SW11 7BW</b>	<b>Thursday 24<sup>th</sup> August or Tuesday 29<sup>th</sup> August</b> Please hold both or either day
<b>Pre-meet with ELT via MS Teams (45 minutes)</b>	<b>21<sup>st</sup> - 31<sup>st</sup> August</b>
<b>Panel Interviews in person at One Embassy Gardens, 8 Viaduct Gardens, London SW11 7BW</b> Panel: Matthew Reed, CEO, Trish Lee, Trustee & Chair of Quality Committee, Maria McGill, Trustee & Chair of Scottish Advisory Board and Mary Hinds, Trustee and Chair of Northern Ireland Advisory Board	<b>Wednesday 6<sup>th</sup> September</b> Please hold the day





Saxton Bampfylde