

# Candidate Pack

For

# Interim Nurse Consultant for Palliative Care and End of Life



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Our  
**values**



The North Middlesex University Hospital NHS Trust is a medium-sized acute and community trust with over 525 beds and over 600 community staff, serving more than 600,000 people living across Enfield and Haringey and the surrounding areas, including Barnet and Waltham Forest.

The hospital has been on its present site for over 100 years and was established as an NHS trust by statute in December 1990. The Trust's services are provided on the North Middlesex University Hospital site as well as a range of community sites across the London Borough of Enfield, including at partner hospitals. They provide services in collaboration with a range of partners, including local GPs, acute, mental health and other community health service providers across North Central London.

In the year ending 31 March 2022, the Trust reported a turnover of £419.7m and employed almost 4,000 staff. Following the transfer of Enfield Community Services on 1st April 2023, this has increased as we have welcomed over 600 new staff including District Nurses, Community Matrons, Community Physiotherapists, Psychologists and many more across a wide range of adult and children's community services in Enfield. It is an exciting time to join North Mid as we continue our journey to become an integrated care organisation to deliver high quality, seamless care in our local communities, with a focus on tackling health inequalities.

North Mid is part of North Central London integrated care system – consisting of the NHS and Local authority organisations in Camden, Islington, Barnet, Enfield and Haringey. As with other ICS's, we are working increasingly closely with partners and indeed many of our financial and performance objectives are measured at this system level. Whilst all organisations remain as standalone, statutory bodies we have an ICS infrastructure for making shared decisions and agreeing shared approaches.

We are proud of our staff and want to ensure their training allows them to provide excellent clinical care. We are also a training unit for medical students from UCL and St George's University Grenada, and for nursing and midwifery students from Middlesex and City Universities.

## Our Vision

At North Mid, we've set out sights on Trust North: a set of five clear ambitions which describe our vision for our Trust.

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- 1 Patient: delivering the best experience for our patients, respecting our local population's needs.
- 2 Partnerships: working in partnership to reduce health inequalities and improve the lives of our local population.
- 3 People: our people are engaged, compassionate, respect each other, and will always strive to improve.
- 4 Outstanding care: delivering outstanding care that is safe, effective and timely.
- 5 Sustainability: using resources and assets effectively, ensuring sustainable services for our local population.



## Additional Information

### Location

Situated in North London with a multi-cultural community, the area provides a wide range of facilities and is close to the heart of London. Central London is easily accessible, with Liverpool Street and Kings Cross approximately 30 minutes away by public transport.

### Benefits

We want to attract the best and brightest people to work at NMUH and that means looking after you from the moment you apply for a role at the Trust and throughout your career with us. Our staff are our most valuable asset and we believe that investing in colleagues is crucial if we want to enable everyone to reach their full potential.

### Learning and Development

As a University Trust, we recognise the importance of investing in our workforce to continue to deliver the right care in the most effective way, based on a sound evidence base and continuing professional development. We offer:

- A structured leadership and management development programme
- Core skills statutory and mandatory training programmes
- A 'one-stop' induction programme for all new staff – introducing you to the Trust, our values and our services
- A structured programme of learning for trainee doctors, student nurses and students across allied health professions
- A coaching network where trained coaches throughout the Trust are matched with staff of all disciplines to provide a powerful development opportunity
- A wide range of Continued Professional Development (CPD) opportunities, working with partners – such as Middlesex University and University of Hertfordshire, to deliver training and development programmes and support

### Health and Wellbeing

We offer a Health Hub which helps improve staff health and wellbeing across the Trust – encouraging staff to step away from their work and think about their own health. This includes:

- Workshops, challenges and social events throughout the year
- Confidential and safe forums where staff can talk about the emotional impact of their work
- An equality and diversity staff network providing support to all staff
- Mindfulness bite size taster sessions
- Mini health checks
- Free, confidential counselling services 24/7
- Reduced gym rates at a number of local health clubs/gyms

### Pay and Annual Leave

- Generous annual leave: starting at 27 days and increasing after five and 10 years
- Maternity/paternity and shared parental leave schemes
- Sick pay for all substantive and permanent staff

- Range of flexible working options across the Trust including compressed hours, term time contracts, part-time working etc.
- One of the best pension schemes in the UK

### Road Access and Public Transport

North Middlesex University Hospital NHS Trust is situated on the North Circular Road, the hospital is within very easy reach of the M25, M1, A1, A10 and A12. The hospital is situated close to the residential districts of North London including Enfield and Winchmore Hill, which all have an excellent environment and schools. Silver Street main line railway station is a 5-minute walk away, with services direct to Liverpool Street Station and Seven Sisters underground Station.

Our community services are based in a various locations around Enfield including:

- St Michael’s Primary Care Centre, Gater Drive, Enfield, EN2 0JB
- Lucas House, 305-309 Fore Street, Edmonton, N9 0PD
- Forest Primary Care Centre, 308A Hertford Road, Edmonton, N9 7HD
- Chase Farm Hospital and the Skye Unit, The Ridgeway, Enfield, EN2 8JL
- Eagle House Surgery, 291 High Street, Enfield, EN3 4DN
- Highlands Health Centre, 3 Florey Square, Winchmore Hill, N21 1UJ
- Bowes Road Clinic, 269 Bowes road, Enfield, N11 1BD
- George Marsha Centre, St Ann’s Hospital Site
- Bay Tree House, Enfield

For more information about the services available at these locations click [here](#)

### Our Values and Expected Behaviours

You are part of Team North Mid, a workforce over 4,000 strong. A big part of working here is having a culture and values that help us to achieve our vision of delivering outstanding care to local people.

#### We are caring:

What it means	Our behaviours
<ul style="list-style-type: none"> <li>• We are compassionate and take time out to check on colleagues and patients</li> <li>• We are understanding and recognise each other as individuals</li> <li>• We are committed to improving our community for colleagues, patients and carers</li> </ul>	<ul style="list-style-type: none"> <li>• Showing empathy</li> <li>• Being curious</li> <li>• Showing humility</li> <li>• Listening to others</li> </ul>

#### We are fair:

What it means	Our behaviours
<ul style="list-style-type: none"> <li>• We respect and understand each other’s differences and backgrounds</li> <li>• We are consistent with providing realistic, clear expectations and constructive feedback</li> <li>• We are always looking for opportunities to develop all our staff and our services</li> </ul>	<ul style="list-style-type: none"> <li>• Being consistent</li> <li>• Listening to others</li> <li>• Supporting each other</li> </ul>

**We are open:**

What it means	Our behaviours
<ul style="list-style-type: none"> <li>• We embrace change and continuously challenge ourselves and colleagues to create meaningful improvement</li> <li>• We ask for help when we need it; we offer help when we see a colleague struggling and we are always open to challenge</li> <li>• We actively look for new ways of working and explore new partnerships across teams, divisions and organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Speaking up</li> <li>• Being curious</li> <li>• Learning from mistakes</li> </ul>

These values are extremely important to us and we expect everyone who works at the Trust in any capacity to share and uphold these values. Further information on the Trust’s values is available on our website.



**Care and Compassion**

Ensure that any escalation of care concerns or safeguarding escalations are made robustly through the appropriate channel. Undertake audits and where appropriate cooperate with the corporate nursing team to maintain Trust standards of care.



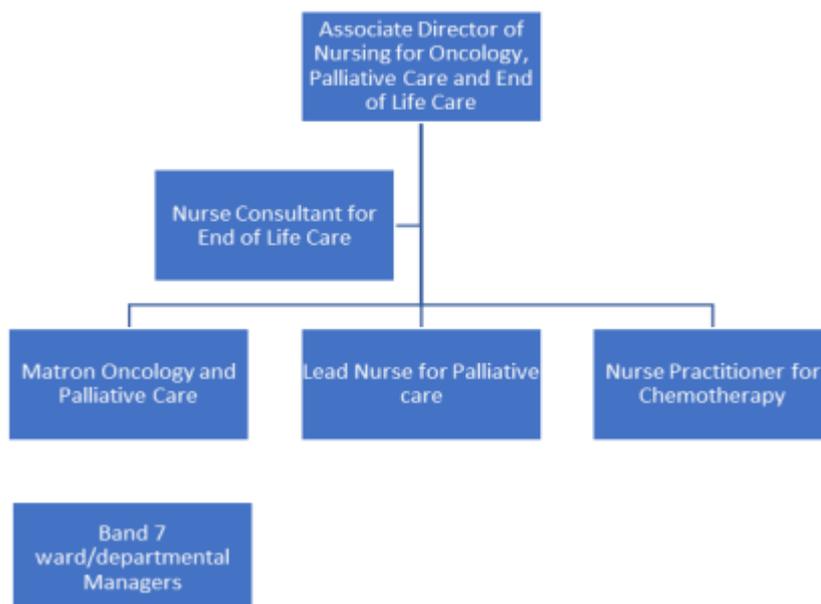
### Job Description

Job Title	Nurse Consultant for Palliative Care and End of Life
Salary	Band 8B AfC
Location	North Middlesex University Hospital NHS Trust
Hours per week	37.5
Responsible to	Associate Director of Nursing for Cancer, Palliative Care and End of Life
Accountable to	Divisional Director of Nursing, Midwifery, & AHP's

### Key Working Relationships

- Chief Nurse for Nursing and Midwifery
- Divisional Director of Nursing for Women, Children and Cancer & Diagnostics
- Divisional Operational Director for Women, Children and Cancer & Diagnostics
- Clinical Medical Directors in all Divisions Directors, Associate Directors of Nursing & Matrons in all divisions
- Lead Nurse for Palliative Care Nursing team
- Palliative Care Team – Medical
- All medical/nursing/allied healthcare staff
- ICB and locality management teams
- Primary care providers
- Statutory and voluntary groups including Hospice

### Organisation Chart



## Job Summary

This post will play a key role in support of the Trust AdoN for Cancer and Palliative Care Services in developing and maintaining sustainable high quality Specialist Palliative and End of Life Care (EOLC) across The North Middlesex University Hospital NHS Trust. Through close co-ordination and co-operation with the Trust EOL Steering group the post holder will strive to improve the patient and carer experience of end of life care and the development and delivery of the EOLC strategy.

The post holder will provide transformational leadership to staff at all levels. Providing a highly visible presence and ensuring the provision of a high quality, responsive service with the patient at the centre of care delivery inclusive of family and significant others where appropriate. The post holder will contribute to the ongoing implementation of the Trust strategy and values, ensuring achievement of its objectives and proactively modernizing roles in accordance with patient needs.

The post holder will develop and implement the service's strategic direction, ensuring that the service contributes significantly to Trust and national objectives, and that effective governance arrangements are implemented and maintained. You will work with the palliative care nursing lead to provide operational leadership and management to the Specialist Palliative Care Nursing Teams and work collaboratively with external stakeholder partners to engage effectively optimizing models of care across organizational boundaries and patient's homes.

## Introduction to the Department

The Palliative Care Service at North Middlesex University Hospital Trust provides cover to all the medical and surgical wards and outpatients as well as providing an education and training service for the trust. North Middlesex is a centre for End of Life Care in the region and the Trust is committed to address the current shortcomings in its End of Life Care provision (CQC report 2016), This includes support for earlier Advance Care Planning and discharge to the patient's preferred place of care, as well as clearer incorporation of feedback from patients and carers. Currently the service is provided seven days per week, 9am – 5pm. Referrals are received from all teams within the Trust. The team supports patients who are suffering from a life-limiting condition and suffer from problems beyond the scope of their treating team. Problems can be physical, psycho-social and spiritual. The PCT supports medical (including oncological) and surgical teams in their care for patients with palliative care needs. It also liaises with ward nursing and external services to support fast track discharges if needed, or to organise Rapid Discharge Home to Die.

## Duties and responsibilities:

**Principal Responsibilities: These responsibilities are based on the four pillars of advanced clinical practice.**

### Leadership and Management:

- Work in collaboration with the Trust AdoN for Cancer & Palliative Care, EOL on developing and implementing the End of Life Care Strategy across the Trust.

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- Provide professional and managerial leadership to the Specialist Palliative Care Nursing teams and to nursing teams across divisions involved in EOL care.
- Develop an annual workforce plan which integrates with the local delivery plan.
- Provide the Trust with an Annual Report on EOL and SPC nursing services.
- Keep up to date with current developments in nursing, promote and facilitate evidence based practice. Assist with the implementation of the nursing elements of the National Service Frameworks and NICE guidance in EOL.
- Ensure compliance with all quality indicators including Care Quality Commission registration and outcomes
- Ensure effective working relationships and connections with partner agencies and stakeholders
- Ensure all governance, assurance, risk management, patient safety and quality of care processes are in place.
- Lead, develop and support multi-agency projects within the Trust
- Ability to directly manage situations among service users, families and /or staff ie. complaints, actions and learning, safeguarding, staff disciplines, capabilities, or grievance procedures.
- Review of Advanced Care Planning within the Health economy working in collaboration with other providers such as Hospice.
- Act as an expert resource and provide advice on standards relating to EOL/SPC.
- Engender a culture of respectful relationships
- Be an effective role model and represent the service organisationally and professionally.
- Provide strong leadership to the areas with respect to management of professional nursing issues.
- Plan, implement and evaluate service models in accordance with local and national strategic policies requiring comprehensive skills of negotiation, motivation and people management.
- Provide and receive complex and sensitive information relating to operational service provision and strategy.

### **Clinical operational role**

1. Act as a clinical expert within your sphere of work
2. Demonstrate expert knowledge being visible, accessible and using clinical skills within the workplace as appropriate
3. Provide expert advice on issues related to speciality
4. Supervise and ensure a consistent approach to nursing across all areas covered, through collaborative working and the development of shared procedures and guidelines, supervising the auditing of practise and development of action plans
5. To be responsible for the assessment, escalation and management of risk in accordance with the Trust's Risk Management policy using principles of learning organisation
6. Supervise and set standards for clinical performance in collaboration with the AdoN and Divisional Head of Nursing
7. Provide expert advice to complaints management, clinical incidents and respond where appropriate to ensure robust systems are developed and implemented to inform and improve practise. Ensuring reporting is shared at relevant governance to provide trust wide learning. Keep informed of national and Trust policies, especially those affecting service delivery and patient care, and disseminates the information as appropriate
8. Provide clinical cover when required within the specialist services provided

### **Operational responsibilities**

1. Be a champion for End of Life Care.
2. Lead the rationalisation of existing nursing and end of life care documentation to ensure that practice is evidenced based, standardised and reflects national priorities, learning from complaints and clinical incidents.
3. Lead quality improvement initiatives and service redesign in collaboration with the Trust Lead for SPC.
4. Provide highly specialist and strategic advice on the management of patients at the end of their life
5. Work across the Trust in collaboration with Resuscitation Team to implement and monitor the Trust's DNAR policy
6. To lead and contribute to the development and evaluation of EOLC care training programmes to improve the clinical skills of clinicians from all disciplines and health settings.
7. To work with the Integrated Clinical Board in service delivery/development and also within NCL.
8. Work with the volunteer lead for the trust or other volunteer agencies in setting up and managing an EOL volunteer scheme.
9. Become involved in the development of new ways of integrated working to achieve an improved patient pathway. Where necessary develop appropriate links between Hospital and Community services

### **Planning development and Delivery**

#### **Education and Development**

1. Use all sources of learning to help identify areas for service improvement and use all available methodologies to design and test improvement ideas.
2. Advise the EOL Steering Group, Education leads, Specialist Palliative Care Lead on the development of appropriate programmes of education, relating to both EOL and SPCT.
3. Contribute to curriculum development and lecturing as appropriate
4. Use expert knowledge in the training, development of nurses, non nursing staff and other professional groups.
5. Supervise and participate in investigations into complaints, clinical incidents as they occur and provide written reports when required and propose and lead improvements to practice and service development which emerge as a result
6. Act as a catalyst for change, stimulating the development of policy, practice and staff in the delivery of patient care, role modelling and leadership for ward link nurses for EOLC
7. Assist with the identification of areas for service development and propose and supervise the development of policies, procedures and guidelines to support changes in practice
8. Recognise and assess risks making recommendations and leading change to reduce these risks
9. Support the Divisional Heads of Nursing and Divisional Directors of Operations in identifying new opportunities for End of Life Care arising from changes in the external environment or internal innovation and potential threats and ways to respond to them
10. Participate in the Trusts patient involvement strategy, as appropriate, ensuring opportunities to learn about the patient's experience are sought, and opportunities to improve the experience of patients are taken.
11. Contribute to the development and delivery of an effective Trust wide policy for DNAR, other relevant policies

12. Contribute to the development of End of Life Care policy / guidance and monitor the effectiveness of its implementation across the Trust

### Research and audit

1. To help create a culture which encourages and supports all staff to continuously learn from everything they do and see.
2. Contribute to the provision and development of data collection, audit and reporting systems to demonstrate the quality of care provided. Develop and share the datasets with the team and appropriate senior colleagues
3. Ensure that results are utilised leading to changes in practice and how care is delivered.
4. Encourage and support Nursing colleagues in their professional development and assist in identifying and facilitating ways to achieve them

### Governance

1. To fulfil monitoring, evaluation and reporting requirements
2. Participate in annual appraisals and regular 1-1s with line manager.
3. To be professionally accountable and to recognise own limitations of work and practice within the framework for the scope of professional practice.
4. To comply with and implement the Trust's policies and procedures.
5. To comply with NMC and other regulatory requirements.

## TRUST POLICIES

### Probation

Employment by the Trust is subject to a six (6) month probationary period, during which time you will be required to demonstrate to the Trust's satisfaction your suitability for the position in which you are employed. During your probationary period, your employment may be terminated by you or the Trust by providing one (1) week notice in writing.

### Equality, Diversity and Inclusion

The Trust is committed to fair and transparent recruitment and selection procedures and to providing a workplace where all staff are treated with respect and feel included. It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

### Health & Safety

Employees must be aware of the responsibilities placed on them under the Health & Safety at Work Act 1974 to maintain a safe environment for both staff, patients and visitors, to observe obligations under organisational and departmental Health & Safety policies, maintaining awareness of safe practices and assessment of risk.

### Data Protection and Caldicott

To obtain, process and use information (held on computer and/or manual filing systems) in a fair and lawful way. To hold person identifiable information for specific registered purposes and not to use,

disclose or transfer person identifiable information in any way that is incompatible with the Data Protection Act 2018, other legislation and Caldicott requirements. To disclose person identifiable information only to authorised persons or organisations as instructed. When using email to transmit person identifiable information within or outside the Trust, the Trust Email Policy must be strictly followed.

## Customer Care

The aim of the hospital is to provide patients and clients with the best possible care and services. In order to meet this aim, all our staff are required at all times to put the patient and client first and do their utmost to meet their requests and needs courteously and efficiently. In order that staff understand the principles of customer care and the effects on their particular post and service, full training will be given.

## Infection Control

All healthcare workers have an overriding duty of care to patients and are expected to comply fully with best practice standards. You have a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps. Knowledge, skills and behaviour in the workplace should reflect this; at annual appraisal you will be asked about application of practice measures known to be effective in reducing HCAI.

## Smoking Policy

The Trust provides a smoke free work environment.

## Confidentiality

Under no circumstances, either during or after the end of your employment (however it is terminated), may you divulge any unauthorised person confidential information relating to the Trust. This includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

## Clinical Governance

Staff are expected to provide patients with timely and effective care. Treatment and direct / indirect support must be based on best practice. Everyone is responsible for this and his/her job in the Trust is important in achieving this.

## Rehabilitation of Offenders Act

This post is exempt from the Rehabilitation of Offenders Act 1974. Should you be offered the post it will be subject to a criminal check from the Criminal Records Bureau before the appointment is confirmed. This will include details of cautions, reprimands, final warnings, as well as convictions.

## Safeguarding Vulnerable People

It is a basic human right of every child and adult to be protected from harm and NHS Trusts have a fundamental part to play in this. We expect all our staff to recognise signs of vulnerability and to report and act on any concerns in line with policy and guidance contained in 'Working Together - Every Child Matters' and 'No Secrets - guidance on developing multi-agency policies and procedures to protect vulnerable adults from abuse' on which our Trust Policies are based.

### Organisational Change

As services develop and change, the post-holder may be required to undertake other responsibilities within the Trust.

### Review

This job description is an outline, which reflects the present requirements of the post and is not intended to be an inflexible or finite list of duties and responsibilities. As these duties and responsibilities change and develop the job description will be amended from time to time in consultation with the post-holder