The Royal Marsden NHS Foundation Trust

The Royal Marsden is recognised worldwide for the quality of its cancer services. The Trust's strategic aim is to achieve excellence in cancer treatment and diagnosis, through partnership and collaboration.

The prime purpose of the Trust is the provision of state of the art cancer services as well as enabling research into the development of improved methods of prevention, diagnosis and treatment of cancer. Its other main purpose is teaching and the dissemination of knowledge both nationally and internationally. In 1991 it became the first NHS hospital to be awarded the Queens Award for Technology for drug development. The hospital gained National Charter Mark Awards in 1995, 1998, 2001 and again in 2008 for the excellence of its service and in 1996 achieved the international quality standard ISO 9001 for radiotherapy in 1996 and for chemotherapy in 2003. The Royal Marsden has consistently been awarded three stars and more recently double excellent rating in the NHS performance indicators, rating it among the nations' best in terms of clinical quality and patient care. The most recent CQC report gave an overall rating of “Good” for all services and “Outstanding” for the Chelsea site and Critical Care Services.

As a leading cancer centre, the Trust has close working relationships with many cancer units and other cancer centres. Predominantly the Trust's workload is from within the South West and West London Cancer Networks, but the Trust is unique in having a high out-of-area referral rate for rare cancers, recurrent disease, and treatment-related problems. The Trust forms a joint cancer centre with St George's Healthcare NHS Trust.

The Royal Marsden and The Institute of Cancer Research form the United Kingdom’s only designated NIHR Biomedical Research Centre dedicated solely to cancer, awarded in 2006 by The National Institute for Health Research (NIHR). This award has been successfully renewed for a further five years twice, in 2011 and most recently from April 2017. The Centre for Molecular Pathology in Sutton was completed in 2012 and has clinicians, geneticists, pathologists and scientists from The Royal Marsden and The Institute of Cancer Research (ICR) together under one roof for the first time.

The Royal Marsden is part of the Cancer Vanguard, together with The Christie and University College London Hospitals. Covering a population of over 10 million the Cancer Vanguard has the overarching aim to introduce accountability for the whole patient pathway and population service planning and provision. It will ensure everyone receives the best care possible when and where they need it.
Locally, The Royal Marsden is part of RM Partners, alongside health organisations across north-west and south-west London, including clinical commissioning groups, NHS acute trusts, community services, hospices, and third sector and voluntary organisations. The aim of the RM Partners Cancer Vanguard is to improve survival, quality and safety, patient experience and recruitment to clinical trials, and will cover a population of 3.5 million people. This is a completely new local delivery model for cancer care, and includes public health, primary, secondary and tertiary care, community care and hospices.

The Royal Marsden comprises two sites (87 in-patient beds and an 8 bedded day unit at Chelsea and 128 beds at Sutton, including paediatrics). Over 50,000 patients attend the Royal Marsden each year. The Trust employs 3600 staff, including 335 medical staff. As a specialist cancer centre, the Trust serves local populations within the London Boroughs of Merton, Sutton, Wandsworth, Kensington & Chelsea and Westminster, as well as receiving referrals both nationally and internationally.

The Royal Marsden also provides Sutton Community Health Services, offering a diverse range of services within a number of different health and social care settings in the Sutton community (community and school nurses, health visitors, physiotherapists and sexual health clinics).

The Royal Marsden supports a number of junior doctor training programmes and provides core training across a wide range of tumours in Clinical and Medical Oncology and Surgery (including gynaecological cancer, gastro-intestinal cancer, breast cancer, sarcoma and melanoma). The Trust also participates in rotations for training of junior doctors in a number of other specialties including Anaesthesia, Pain and Intensive Care Medicine.

**Organisation**

The Trust Board comprises an independent chair, Mr Charles Alexander, executive directors, (Chief Executive, Chief Nurse, Director of Finance, Medical Director), and five non-executive directors from outside the NHS.

Trust Chief Executive Officer: Miss Cally Palmer, CBE
Trust Medical Director: Dr Nick van As
Trust Finance Director: Mr Marcus Thorman
Trust Chief Operating Officer and Deputy Chief Executive: Dr Liz Bishop
Trust Chief Nurse: Mr Eamonn Sullivan

The Royal Marsden management structure is organised into three Divisions: Cancer Services, Clinical Services and Private Care. This post sits within the Clinical Services Division. Each Division is managed by a Divisional Director and supported by a Divisional Nursing Director. The consultant heading up each Clinical Unit or specialty is a member of the Medical Advisory Committee. This is chaired by the Medical Director, Dr Nick van As, who with the other directors (i.e. Chief Nurse, Finance, IT, Strategy & Service Development, HR, Private Care and Estates) and the Divisional Directors form the Leadership Team. The Leadership Team is chaired by the Chief Executive, Miss Cally Palmer.

The Haemato-Oncology unit sits within the Division for Cancer Services and the Division of Clinical Services for the laboratory. The Divisional Director for Cancer Services is Mrs Sarah Clarke and the Divisional Nurse Director is Jen Watson. The division is grouped into three Clinical Business Units (CBUs). Haemato-Oncology sits within the Rare Cancers CBU. The Clinical Director is Mr Andrew Hayes. Within this CBU are the following units: Sarcoma, Skin & Melanoma, Head & Neck, Thyroid, Neuro-Oncology and the Paediatric Unit. Haematology
also leads and provides important laboratory services including routine haematology clotting and transfusion as well as the regional specialist laboratory diagnostic services (SIHMDS). This area of activity sits within the Clinical services division. The units within both divisions are as follows:

**Clinical Services Division**
Anaesthetics and Intensive Care/High Dependency, Pain Service, Clinical Pharmacology, Cancer Genetics, Palliative Care, Pathology, Imaging, Therapeutic Radiotherapy, Theatres and Day Surgery, Nuclear Medicine, Physics, Pharmacy, Medical Records, Patient Transport, Rehabilitation Department (Physiotherapy, Occupational Therapy, Dietetics, Speech Therapy, Lymphoedema Service, Therapeutic Massage, Pastoral Care, Clinical Psychology, Complementary Therapies, Patient Information, Volunteer Services, Community Liaison, Social Services). The Divisional Director for Clinical Services is Mr Jonathan Spencer.

**Cancer Services Division**
Breast Unit, Gynaecology Unit, Gastrointestinal Unit, Lung Unit, Urological Unit, Sarcoma Unit, Head & Neck Unit, Haematology-oncology Unit, Neuro-oncology Unit, Paediatric Unit, Thyroid Unit, Skin & Melanoma Unit, Plastic Surgery Unit, Drug Development Unit.

In addition, the Divisions are supported by the following Directorates:

**Nursing, Risk and Quality Assurance Directorate** comprising:
Quality Assurance Department, Risk Management, Research, Practice and Professional Development Department

**Finance Directorate**

**Human Resources Directorate**

**Computing and Information Directorate**

**Facilities Directorate**

**Private Care Directorate**

**Marketing and Communications Directorate**

**The Royal Marsden NHS Foundation Trust and The Institute of Cancer Research**

The Royal Marsden and the ICR work in close partnership and together are rated in the top four cancer centres globally. This unique partnership and ‘bench-to-bedside’ approach allows The Royal Marsden and the ICR to create and deliver results through translational research in a way that other institutions cannot.

In 2006 The Royal Marsden and the ICR were awarded a grant from the National Institute for Health Research (NIHR) to set up the UK’s only designated Biomedical Research Centre dedicated solely to cancer, which drives pioneering research into the prevention, diagnosis and treatment of cancer, and to translate advances in biomedical research into patient benefits. This acknowledges our position as the leading academic and clinical partnership for cancer in the UK.

Funded through the NIHR Biomedical Research Centre, the Centre for Molecular Pathology is enhancing the capacity to deliver personalised, targeted treatments by bringing together research teams and clinicians from The Royal Marsden and the ICR in one state-of-the-art facility. This partnership will help to rapidly translate basic research discoveries into benefit for cancer patients.
Staffing in the Surgical Oncology department

Senior Medical Staff: Chelsea and Sutton

SARCOMA AND MELANOMA UNIT

Consultant Surgical Oncologists
Mr Andrew J Hayes
Mr Dirk Strauss
Mr. Myles Smith
Mr. Nikos Memos (Locum Consultant Surgeon)
Mr Satvinder Mudan (joint with sarcoma and GI unit)

Consultant Medical Oncologists
Dr Robin Jones (Sarcoma)
Dr Charlotte Benson (Sarcoma)
Prof. Winette van Der Graaf (Sarcoma)
Professor Martin Gore (Melanoma)
Dr James Larkin (Melanoma)
Dr Samra Turaljic (Melanoma)
Consultant Clinical (Radiation) Oncologists
Dr Aisha Miah (Sarcoma)
Dr Shane Zai'idi (Sarcoma)
Prof. Kevin Harrington (Melanoma)
Consultant Radiologists
Dr Eleanor Moskovic (Sarcoma)
Dr Christina Messiou (Sarcoma and Melanoma)

Consultant Histo-Pathologists
Professor Cyril Fisher
Dr Khin Thway

Consultant in Palliative Care
Dr Julia Riley

Clinical Nurse Specialists Ms
Kelly McKibbin (Sarcoma) Ms
Alison Dunlop (Sarcoma) Ms.
Olive Griffiths (Sarcoma) Ms.
Karen O'Meara (Sarcoma) Ms
Peta Hughes (Melanoma) Ms.
Nikki Hunter (Melanoma)

Data Management
Mr Omar Al-Muderis
MDT Co-ordinator
Mr Joe Pace
Junior Medical Staff: London and Sutton
The surgical branch of the Sarcoma/Melanoma unit is supported at a junior level by a
dedicated CT2 deanery trainee at the Fulham road site and a non-deanery trust SHO
equivalent at the Sutton Site.

At registrar level the Unit is supported by a post-CCT International Fellow who is based
principally at the Fulham Road site and a deanery SpR, usually at the ST3 or ST4 level. The
international fellows have been mostly fully trained surgeons who are gaining further surgical
experience prior to taking up consultant appointments and as such are usually extremely
experienced and competent surgeons.

Sarcoma, Melanoma and Rare Tumours Fellowship with Service Development

Responsible to: Mr Andrew Hayes, Mr Dirk Strauss (Associate Clinical Tutor) and Mr
Myles Smith (Education Lead for Surgery/Surgical Tutor)

Objectives and opportunities:

This post is intended for surgical trainees who wish to dedicate further time to training in
specialist surgical oncology. For this reason this post is likely to be most suitable for those
who are at the latter stages of or have completed their Specialist Training Programme.
The successful applicant will work on the Soft Tissue Sarcoma (STS) and malignant
melanoma (MM) units at The Royal Marsden Hospital.

Approximately 800 new cases of STS are referred to the RMH every year and are treated
by a multidisciplinary team. All new cases are reviewed at a weekly multidisciplinary
meeting where management is discussed. This provides the Fellow with unparalleled
experience.

Surgical management includes:

- Soft tissue tumours of the limbs and limb girdle, intra- abdominal and trunk, and
  minimally invasive surgery where appropriate. About 5% of these patients will
  require reconstruction of skin and soft tissue. There will be opportunities for
  clinical research and the preparation of papers for presentation and publication
- Similarly there is a multidisciplinary team handling patients with malignant
  melanoma. There will be ample opportunities to learn techniques of lymph node
dissection, isolated limb perfusion and laser vaporisation of in-transit metastatic
  melanoma, and the administration of intra-lesional therapies.

The unit has a substantial diagnostic service, via the Two Week Rule pathway, which has
grown and evolved substantially in recent years. We have established diagnostic clinics with
allied telephone follow-up and minor and operations lists. There is ample opportunity and
support to further develop the service for motivated fellows.

Workload

The successful applicant will be in day to day administrative and clinical charge of the unit
working with a Senior House Officer who is on rotation from a Basic Surgical Training
Rotation and a Junior Registrar from the London Deanery training program as well as a
shared SHO at the Sutton branch. At any one time there are likely to be about 15 inpatients
in hospital between both sites.

The Clinical Fellow is principally responsible for the daily management of all in-patients.
The unit has three all day theatre list a week at both sites of the hospital (Fulham Road and Sutton) as well as a minors list on alternating Mondays at the Sutton branch. The clinical fellow will be expected to attend lists at both sites, and internal arrangement are made between the senior clinical fellow and junior registrar to ensure appropriate and fair exposure to surgical procedures.

A typical all day list will involve surgery on about 5-7 cases with about 50% of cases being sarcoma, 30% melanoma and 20% benign cases. Major surgery with a requirement for CCU is undertaken on the Fulham Road site and intermediate and minor surgery is undertaken at the Sutton site. Mr Smith operates all day Tuesday at Fulham road. Mr Strauss operates alternately on Tuesday and Wednesday at Fulham Road and Mr Hayes operates on all day Wednesday alternating between Fulham Road and Sutton and half day Monday at Sutton. The senior clinical fellow has principle surgical responsibility for the Fulham Road surgery.

The fellow will be expected to have a lead role in the organization and running of the diagnostic service. This entails triage of referrals, running the diagnostic clinic with the consultant staff, covering the resultant telephone follow-up clinic, and allied major and minor operating lists. There is firm institutional support for the development and improvement of the service.

Mr Strauss and Mr Hayes have Monday morning surgical clinics at Fulham Road and Sutton that the senior fellow attends, alternating both sites with the junior registrar. There is a major Thursday afternoon outpatient joint oncology clinic with all consultants and other oncological specialties and a Friday morning new patient clinic for suspected or confirmed sarcoma and melanoma patients.

On average, 20 new patients are seen on a Friday morning. Two Multidisciplinary team meetings for sarcoma are held weekly on Friday and fortnightly on Thursday lunchtimes. The melanoma meeting alternates with the Thursday sarcoma meeting.

The fellow will have the opportunity of attending any of the other weekly meetings held at The Royal Marsden, such as the Friday morning breast audit meeting as well as a weekly hospital radiology meeting. Other educational opportunities include the Departmental Journal club, Hospital Grand Rounds and Schwartz Rounds.

Other units hold meetings where patient management is discussed and for a Fellow committed to surgical oncology, all of these will provide excellent training opportunities.

There are other busy surgical units at the hospital including a breast unit (two consultant surgeons), a Head/Neck Unit (five consultant surgeons), an upper gastro-intestinal and colorectal unit (five consultant surgeons), Plastic Surgery (four consultant surgeons) and a urology unit (four consultant surgeons). The Fellow can interact freely with colleagues on the other surgical units gaining valuable clinical experience.
## Week in summary:

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>AM</td>
<td>Sutton clinic (Hayes) <em>SMART-S</em>&lt;br&gt;Chelsea clinic OPD (Mr. Smith &amp; Strauss) <em>SMART-C</em></td>
<td>Theatre list (s)</td>
<td>Theatre list (s) *</td>
<td>0730: Education Program&lt;br&gt;0930: Grand round</td>
<td>0900: Clinic RDAC <em>SMART-NEW</em></td>
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<td>PM</td>
<td>Administration</td>
<td></td>
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<td>1215: MDM&lt;br&gt;1330: Clinic OPD <em>SMART-PO &amp; SMART-FU</em></td>
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<tr>
<th>Week 2</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>AM</td>
<td>Chelsea clinic OPD (Mr. Smith &amp; Strauss) <em>SMART-C</em>&lt;br&gt;Sutton Mr. Hayes Theatre List – Full day (SHO &amp; SpR)</td>
<td>Theatre list (s)</td>
<td>Theatre list (s) *</td>
<td>0800: Teaching&lt;br&gt;0830: Operating List&lt;br&gt;0930: Grand round</td>
<td>0900: Clinic RDAC <em>SMART-NEW</em></td>
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<tr>
<td>PM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1215: MDM&lt;br&gt;1330: Clinic OPD <em>SMART-PO &amp; SMART-FU</em></td>
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*Mr. Hayes has a full day theatre list in Sutton once a month every first Wednesday of the month.

### Additional Requirements

1. The post holder is expected to be familiar with and adhere to the Trust’s policies on Clinical Governance Confidentiality and Infection Control.
2. The post holder is required to act in accordance with the General Medical Council’s “Code of Professional Conduct”.
3. The appointee will be expected to adhere to the Trust’s values and behave in a way that reflects these.

### Annual Review

The post-holder will have at least a yearly appraisal with his/her educational supervisor.

### General Information

#### Access to Computer System

Computer data should only be accessed if this has been authorised and is necessary as part of your work. Unauthorised access to computer data or helping others to access such data will result in disciplinary action being taken in accordance with the Trust’s disciplinary procedure and may lead to dismissal.

The Post-holder’s attention is drawn to the Data Protection Act 1984 and the Computer Misuse Act 1990.
Confidentiality Clause
All information concerning patients and staff must be held in the strictest confidence and may not be divulged to any unauthorised person at any time, unless to do so is in the best interest of the individual. In this instance, the post-holder should be appropriately advised by a Senior Manager. A breach of confidentiality will result in disciplinary action being taken in accordance with the Trust’s disciplinary procedure and may lead to dismissal.

Computer data should be only accessed if this has been authorised and is necessary as part of your work. Unauthorised access to computer data or helping others to access such data will result in disciplinary action being taken in accordance with the Trust’s disciplinary procedure and may lead to dismissal.

The post holder's attention is also drawn to the Data Protection Act 1984 and the Computer Misuse Act 1990.

Safety
The post-holder has personal responsibility for safety as outlined in the Hospital’s Health & Safety Policy and the Health & Safety Work Act 1974.

Smoking
The Trust has implemented a No Smoking policy, which applies to all staff.

On call
The post holder will participate on the general surgery registrar on call rota for the Trust. This covers both sites of the Royal Marsden and the Royal Brompton Hospital. The Royal Marsden has close ties with the adjacent Royal Brompton Hospital (specialist heart and lung hospital).

Equal opportunities
The aim of the Trust’s policy is to ensure that no job applicant or employee is discriminated against either directly or indirectly on the grounds of race, colour, creed, sex, marital status, disability, age, nationality, ethnic or national origins. The Trust commits itself to promote equal opportunities and will keep under review its policies, procedures and practices to ensure that all users and providers of its service are treated according to their needs. The policy also applies to staff working within the Trust.

Standards of dress
All staff are expected to abide by the Trust’s guidance to staff on standards of dress.

Protecting patients and guiding doctors
The Trust fully supports the GMC’s performance procedures designed to protect patients and guide doctors. In the context of a doctor’s fitness to practice, the Trusts require all doctors to follow the GMC’s principles of Good Medical Practice, which encourages and promotes effective self-regulation. The post holder is expected to be familiar with and adhere to the Trust’s policies on Clinical Governance Confidentiality and Infection Control. The appointee will be expected to adhere to the Trust’s values and behave in a way that reflects these.
### Employee Specification

<table>
<thead>
<tr>
<th>Qualities and attributes</th>
<th>ESSENTIAL</th>
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<tr>
<td>Possession of CSST from Royal College of Surgeons or equivalent, leading to specialist registration</td>
<td>ESSENTIAL</td>
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<tr>
<td>Extensive experience in general surgery, especially in abdominal surgery</td>
<td>ESSENTIAL</td>
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<tr>
<td>Experience in Surgical Oncology</td>
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<tr>
<td>Some experience in the special techniques used in the treatment of sarcoma and melanoma</td>
<td>ESSENTIAL</td>
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<tr>
<td>A willingness to learn any required techniques during the first two or three years in post</td>
<td>ESSENTIAL</td>
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<tr>
<td>Higher degree or diploma</td>
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<table>
<thead>
<tr>
<th>Experience</th>
<th>ESSENTIAL</th>
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<tr>
<td>Motivated to ensure the achievement of defined targets</td>
<td>ESSENTIAL</td>
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<tr>
<td>Organisation of education and training of junior doctors and/or undergraduates</td>
<td>ESSENTIAL</td>
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<tr>
<td>Undertaken research in relevant field</td>
<td>ESSENTIAL</td>
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<tr>
<td>IT skills</td>
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<table>
<thead>
<tr>
<th>Personal qualities</th>
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<tbody>
<tr>
<td>Approachability</td>
<td>ESSENTIAL</td>
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<tr>
<td>Team player</td>
<td>ESSENTIAL</td>
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<tr>
<td>Enthusiasm</td>
<td>ESSENTIAL</td>
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<tr>
<td>Effective communication</td>
<td>ESSENTIAL</td>
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<tr>
<td>Committed to personal and professional development</td>
<td>ESSENTIAL</td>
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