

CANCER PERFORMANCE IMPROVEMENT MANAGER

Candidate Pack



Colleague Benefits

General

- 27 days annual leave entitlement, increasing with length of service, plus 8 bank holidays
- Flexible working policies
- Generous maternity pay and 2 weeks full pay paternity leave
- Colleague recognition scheme and long service awards
- Greener travel initiative, including cycle to work scheme and lift share
- Childcare information and support available, including onsite nurseries
- Discounted bus passes with Arriva

Financial

- Access to various local and national discounts via various external websites
- Salary sacrifice schemes
- Generous pension scheme
- Access to a financial support booklet
- Pre-retirement courses
- Free Will writing service
- Savings and Loan schemes

Learning and Development

- Coaching and Mentoring
- Leadership Academy – leadership and management training for all staff
- Access to E-Learning courses
- Apprenticeships – growing number of apprenticeship opportunities across all disciplines
- Secondment and acting up opportunities
- Support to complete qualifications whilst on the job

Wellbeing

- Coaching
- Mental Health First Aiders
- Chaplaincy
- Fast track physiotherapy service
- Free eye test vouchers
- Slimming World referral scheme
- Cervical screening service
- Long Covid support
- Access to wellbeing/rest rooms
- Menopause support
- Men's Health forms and MOT
- Discounts with local gyms



Poppy's Promise

Poppy's Promise is a compassionate care initiative introduced within this Trust to enhance communication, respect and empathy across every aspect of patient care.

The initiative was founded by Katie Russell, following the loss of her daughter Poppy, who tragically died at just twelve hours old due to failures in care and communication. Born from that experience, Poppy's Promise serves as a powerful reminder that while clinical skill saves lives, it is compassion, listening and respect that define the quality of care and human connection. By embedding this promise across our organisation, we ensure that no patient or family ever feels unseen, unheard, or uncared for.

Poppy's Promise is a five-stage framework that supports NHS staff to provide compassionate, consistent and patient-centred care. It aims to create a culture where empathy and communication are prioritised at every level – from education and recruitment to daily patient interactions.

At the heart of the initiative lies the C.A.R.E. framework, which outlines four guiding principles for staff to follow. The CARE principles form the foundation of Poppy's Promise. They describe the behaviours, attitudes and values that underpin every interaction – between staff and patients, staff and families, and colleagues with one another.

CARE is not an additional task. It is how care is delivered.

C.A.R.E. Meaning and Practice

Compassion - Demonstrate genuine kindness, empathy and humanity in every interaction. Compassion means recognising the emotional as well as the physical needs of patients, families and colleagues, and responding with care, patience and understanding. Small acts of compassion can have a lasting impact.

Acknowledge - Actively listen and be fully present. Use eye contact, names and open body language, and acknowledge the individual's feelings, concerns and lived experience. Every person should feel seen, heard and taken seriously.

Respect - Treat everyone with dignity, honesty and fairness at all times. Respect individual differences, personal circumstances and lived experience. Trust is built through respectful behaviour, consistency and integrity.

Empower - Enable people to be active participants in their care and work. Communicate clearly, encourage questions and shared decision-making, and ensure patients, families and colleagues feel informed, confident and included. Poppy's Promise is more than a framework - it represents a cultural shift towards human-centred care. By adopting these principles, we:

- Strengthen trust and communication between staff and patients
- Reduce avoidable harm through better understanding and listening
- Improve patient experience and staff wellbeing
- Foster a culture of openness, empathy and shared responsibility

Every member of staff has a role to play in bringing Poppy's Promise to life. Whether you are clinical, administrative or support staff, compassion and communication are part of everyone's role.

In daily practice, you can:

- Take a moment before entering a patient's space - centre yourself, focus on the person, not the task
- Use clear, respectful and kind language
- Listen without interruption and acknowledge emotions expressed
- Be honest and transparent, even when conversations are difficult
- Reflect after interactions - consider how your approach made the patient or family feel

All staff within the Trust are expected to:

- Uphold the values of Poppy's Promise in all patient and colleague interactions
- Attend any training, workshops or refreshers provided as part of the initiative
- Support colleagues in modelling compassionate behaviours
- Raise concerns constructively when communication or respect fall short
- Reflect these principles in both professional and personal conduct within the workplace

Together, we can make every interaction an opportunity to care, listen and make a difference.

That is Poppy's Promise.

Job Summary

This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read, such as those who are neurodiverse, have learning disabilities or lower literacy levels. Our goal is to make the application process more accessible and inclusive for everyone.

- Lead the Trust's work to improve cancer waiting times and make sure patients receive timely diagnosis and treatment.
- Monitor cancer performance using data, reports and patient information to identify delays, risks and areas for improvement.
- Work closely with clinical and non-clinical teams across the Trust to support cancer services and help resolve pathway issues.
- Manage and support staff within the cancer performance and tracking teams, ensuring high standards of data quality and patient tracking.
- Provide clear reports and updates to senior managers, helping to drive service improvements and support decision-making.
- Promote a patient-centred approach, ensuring patient safety, good experience and fair access are at the heart of all service decisions.

Job Description

Job title:	Cancer Performance Improvement Manager
Grade:	7
Site:	The Royal Shrewsbury Hospital
Accountable to:	Deputy Cancer Manager
DBS required:	Yes – standard

Job purpose

The Performance Improvement Manager will oversee the performance of the trust's cancer pathways, and work to improve waiting times to meet targets and ensure the timely diagnosis and treatment of patients. The post holder will constantly analyse and understand cancer performance and delays, effectively communicating and reporting to raise risks and trends and bring pathways back into line. Furthermore, they will manage staff in the team to ensure high quality tracking and data recording.

Main Duties and Responsibilities

Management of Cancer Performance

- Effectively use highly complex information, including spreadsheets, data, dashboards, and patient records, to comprehensively understand cancer performance as it happens including risks and pressures.
- As far as possible quantify the impact of risks, services changes and pressures and identify solutions or mitigations.
- Communicate and report issues, trends, and changes to senior staff in the department and the wider trust, conveying complex information in an understandable way.
- As directed, lead on and influence recovery efforts for cancer pathways utilising demand and capacity analysis and data intelligence to come up with complex business plans. Support and liaise on service changes that involve cancer care.
- Chair PTL meetings and present in Assurance and governance meetings, effectively articulating the state of cancer performance and encouraging improvement.
- Have a specialist understanding of cancer pathways, data, and tracking that is always kept up to date. Apply this understanding in all work and proactively seek to understand national updates and lead on disseminating information locally.
- To work closely with the Head of Cancer Services, Deputy Cancer Manager, Lead Cancer Nurse, Lead Cancer Clinician, and Associate COO to resolve any gaps and delays.
- Deal with non-clinical queries from GPs, community teams, and members of MDTs

Operational Performance & Delivery

- Ensure patient safety, patient experience, and equity are central to all service decisions.
- Maintain working relationships with all services that see cancer patients, including clinical and non-clinical staff, effectively demonstrating the importance of cancer performance, understanding service challenges, and gaining co-operation on cancer delivery and improvement plans even when facing resistance.
- Lead on the Cancer Services process of escalating delays in patient pathways, as per the Cancer Services Escalation Policy. Propose amendments to the process and policy as required.
- Effectively use, create, and maintain systems and processes, and manage staff, to deliver Cancer Services functions including: breach prediction, breach

analysis, data validation, cancer tracking, trend analysis, and MDT coordination.

- Ensure compliance with data protection requirements, and other legal and regulatory requirements.
- Represent Cancer Services and present on cancer performance in trust and external meetings.
- Regularly audit data and work to ensure processes are correct and effective.

Workforce, Leadership & Culture

- Responsible for the day-to-day line management of the Assistant Cancer Performance Manager, including conducting appraisals, development of staff, recruitment, and where necessary employee relations matters.
- Encourage a strong patient-centred staff culture, upholding NHS and Trust values
- Oversee compliance with HR policy, performance management and prioritise work for the tracking team and cancer managers.
- Support senior managers in service planning, and implementation of new tracking and performance processes.
- Handle difficult conversations including sickness, performance and disciplinary matters.
- Provide informal and formal training and education on cancer performance, pathway and tracking.
- Develop communication methods to help reduce barriers to change, understanding motivational issues and using appropriate language to engage with staff in a positive manner.
- Act as a point of escalation for issues within the tracking team.
- Design and implement policies and guidance for the department, and comment on and support other managers policies and guides.

Wider Responsibilities

- Contact with patients and relatives is incidental but may be required in exceptional circumstances.
- Be responsible, alongside other managers and staff, for securing Cancer Services rooms and resources.
- Support senior managers in delivering budget and controlling costs. Consider options to reduce costs and more efficiently use resources.
- Handle complaints that involve the administrative and clerical function of Cancer Services and implement learning with the team. Encourage an open reporting culture around errors and near misses. Conduct investigations into

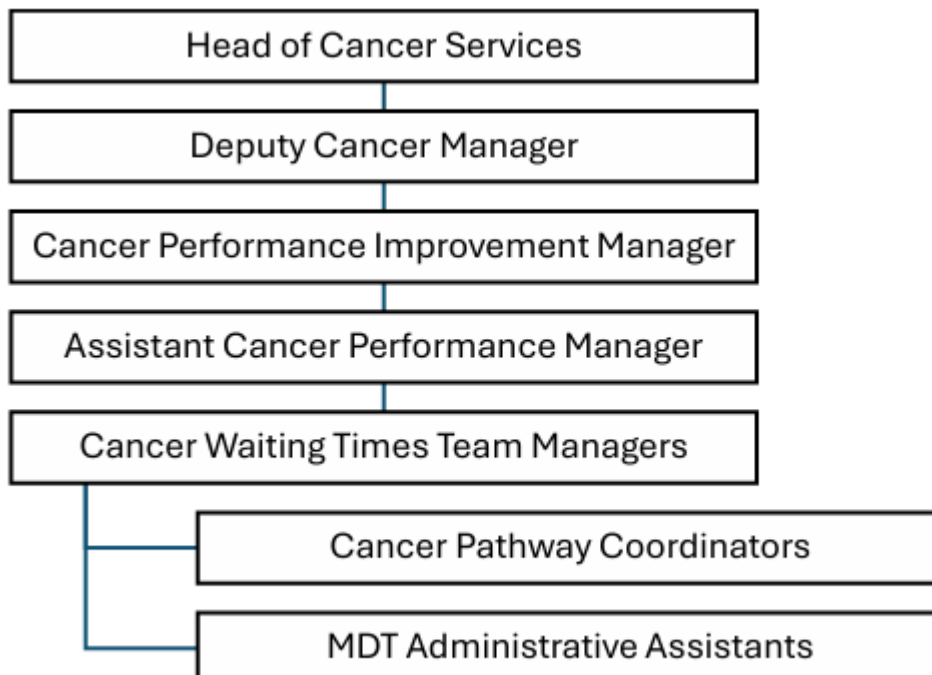
incidents and concerns, using root cause analysis and undertaking corrective action.

- The postholder will be required to prioritise competing demands, chair long meetings, handle frequent interruptions to work, and concentrate for long periods of time.
- Use a VDU (video display unit) more or less continuously.
- Work in an office environment.
- Always be professional and act as a positive ambassador for Cancer Services
- Have advanced keyboard and computer skills. Utilise an advanced knowledge of Microsoft software, including Excel, Outlook, and Teams. Effectively use NHS clinical and non-clinical systems.

Personal and Professional Development

- Take every reasonable opportunity to maintain and improve professional knowledge and competence.
- Participate in personal objective setting and review, including the creation of a personal development plan and the Trust's appraisal process.
- Comply with all trust policies.

Organisational Chart



Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Educated to degree level in relevant subject or equivalent experience • Management qualification or significant equivalent experience 	<ul style="list-style-type: none"> • Qualification relevant specifically to NHS Cancer Services Application, Interview • Post graduate diploma or equivalent
Experience and knowledge	<ul style="list-style-type: none"> • Experience of working in the NHS • Knowledge of Cancer Waiting Times • Knowledge of Somerset Cancer Register • Experience of managing staff 	<ul style="list-style-type: none"> • Experience of managing other managers
Skills	<ul style="list-style-type: none"> • Able to work without supervision and effectively manage team's workload to tight deadlines • Ability to analyse performance • Aptitude and motivation to learn new skills relevant to the development of main areas of responsibility • Ability to communicate effectively, influence, work in collaboration and partnership with all levels of the Trust as well as external agencies. 	

	<ul style="list-style-type: none"> Balancing complex priorities in a demanding environment to achieve results 	
Other	<ul style="list-style-type: none"> Able to travel to other trust sites, such as The Princess Royal Hospital, as required. 	

General conditions

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

Health & Safety

As an employee of the Trust you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work;
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to;
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. As an employee of the Trust you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself;
- be aware of infection prevention and control policies, practices and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and staff;
- maintain an up to date knowledge of infection prevention and control, policies, practices and procedures through attendance at annual mandatory updates and ongoing continuing professional development;

- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

Information Governance

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently and effectively. You are required to comply with the Trust's Information Governance policies and standards. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- **Confidentiality and Security** - Your attention is drawn to the confidential and sensitive nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.
- **Disclosure of Information** - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face legal action.
- **Information Quality and Records Management** - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

Professional Standards and Performance Review

As an employee of the Trust you have a responsibility to:

- participate in statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct;

- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates;
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

Safeguarding Children and Vulnerable Adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- As an employee of the Trust you have a responsibility to ensure that:
 - you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
 - you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

NHS Sexual Safety Charter

The Trust is committed to ensuring that all employees work in an environment that is safe, inclusive, and free from sexual misconduct, harassment, and discrimination. As a signatory to the NHS Sexual Safety Charter, the Trust upholds a zero-tolerance approach to sexual harassment and supports anyone affected by inappropriate behaviour. In accordance with the Workers Protection (Amendment of Equality Act 2010) Act 2023, the Trust has a statutory duty to take reasonable steps to prevent sexual harassment of its employees. All staff, are required to treat others with dignity and respect at all times and to cooperate with Trust policies, procedures and training designed to maintain a culture of safety, professionalism, and mutual respect.

Social Responsibility

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

Continuous Improvement

The Shrewsbury and Telford Hospital NHS Trust aims to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

To support this, we have developed the SaTH Improvement Method, a structured approach to change that provides practical tools and techniques to help you understand what success looks like with clear aims, enables you to measure progress and plan meaningful improvements.

You won't be doing this alone. Whether you're new to improvement or already leading change, the Improvement Hub is here to guide you with expert advice, hands-on support, and a wide range of training opportunities to help you grow and thrive throughout your time at SaTH whilst making improvements in your area of work. Join us in shaping a culture of continuous improvement, where every colleague is supported to make a difference.

Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is an Equal Opportunities Employer, fully committed to fostering an inclusive workplace where all staff feel valued and able to thrive. We believe that a diverse workforce, reflective of our community, is essential for delivering the best patient care.

We will not discriminate against any job applicant or colleague based on any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex, or sexual orientation. Selection for appointment, training, development, and promotion will be based purely on merit and the individual's ability to meet the role requirements.

As a post-holder, you have a personal responsibility to uphold the Trust's commitment to equality by treating all colleagues and patients with respect and dignity. You must actively support measures introduced to ensure equality of opportunity and will not discriminate, harass, or bully others, or condone such behaviour.



Proud to have signed
The Pregnancy
Loss Pledge

