



NHS

**The Clatterbridge
Cancer Centre**
NHS Foundation Trust



Nursing Career Pathway & Competency Framework Toolkit

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Introduction

The Clatterbridge Cancer Centre NHS Foundation Trust has ambitious goals to transform the way we deliver cancer care to our patients in new, innovative and exciting ways. We have opened a new flagship hospital in Liverpool in 2020 and are committed to being recognised as the leaders in cancer care delivery across Cheshire & Merseyside and beyond.

We recognise that our mission to 'Drive improved outcomes and experience through our unique network of specialist cancer care across Cheshire and Merseyside', our strategic goals and objectives, can only be achieved by supporting all our staff to develop and grow their knowledge and skills as a highly talented, educated and motivated workforce. We want you to be proud to work at the Trust and we want to support you to be the best you can be; to learn, to develop, to achieve and to promote the Trust as a great place to work. We will offer you new challenges and opportunities to promote a culture of continuous quality improvement, and we will support and encourage you to succeed in your ambitions.

Our goal is to excel as a learning organisation in which every member of staff understands their role in delivering high quality patient care and works towards that goal every day. We recognise that you may need help and support to help you to plan your next steps in your career pathway and to understand what opportunities are available to you. This Toolkit provides you with a helpful career pathway overview and the required competencies framework at each level to help you take the next steps in your career development. It is aimed at the nursing workforce in its broadest sense, whether you are a Health Care Assistant aspiring to be a Registered Nurse or a Registered Nurse looking to develop the skills to progress into a senior leadership role.

This Toolkit should be used in conjunction with discussions with your manager and your annual PADR, so that they can help and support you to develop. The Clinical Education Department and the Learning and Development Teams are also here to advise and support you in your career planning and achievement of required competencies, so you are ready for the next steps in your career.

We are committed to continue engaging with, and listening to, all our staff and our patients, using their feedback to shape and improve the services we provide. We are committed to helping you to take the next steps in your career, so you can help us shape the future of cancer care for patients.

Kate Greaves

Associate Director of Clinical Education

Nursing Career Pathway

Nursing Career Pathway

Role bandings will not necessarily align to individual job roles as other components, including alignment with required competencies, contribute to a role's banding.

Job Role	Indicative Band	Overview	Key Responsibilities Ref Sources : National Job Profiles RCN/UKONS Career & Education Framework for Cancer Nursing HEE
Clinical Support Worker (HCA)	Band 2	<ul style="list-style-type: none"> Assists healthcare professionals with personal care and treatment for patients. 	<ul style="list-style-type: none"> Carry out supervised clinical and administrative duties in line with Trust policies and processes. Reports patient condition to qualified staff.
Clinical Support Worker (higher level Nursing) Trainee Nursing Associates	Band 3	<ul style="list-style-type: none"> As above, whilst providing platform for entry to NHS careers (TNAs). 	<p>As above, but with wider scope of delegated practice and responsibility - supervised as required.</p> <ul style="list-style-type: none"> Records patient information. Contribute to service development. Responsible for self-development and development of others.
Nurse Associate Practitioner (NMC registered) Cancer Support Worker (CSW)	Band 4	<ul style="list-style-type: none"> Assists with and carries out delegated specific nursing procedures. Management and assessment of patients' care needs and preparatory work for treatments. May supervise the learning and development of Clinical Support Workers. Provides holistic care and supports the clinical pathway – coordinating and signposting. 	<p>Nursing Associate:</p> <ul style="list-style-type: none"> Sits alongside existing healthcare support workers and fully-qualified registered nurses to deliver hands-on care for patients. <p>Nursing Associate / Cancer Support Worker:</p> <ul style="list-style-type: none"> The roles will contribute to the core work of nursing, freeing up registered nurses to focus on more complex clinical care. Escalate complex / clinical needs of patients to registered staff.

<p>Nurse:</p> <ul style="list-style-type: none"> • Staff Nurse 	<p>Band 5</p>	<ul style="list-style-type: none"> • Performs essential procedures relevant to environment and discipline of nursing. • Provides clinical supervision to other staff, students. <p>Educated to Degree Level</p>	<ul style="list-style-type: none"> • Act as a Primary /Named Nurse within a multi-disciplinary team, developing collaborative, needs based care plans, through assessment, planning, implementation and evaluation. • Provide excellent professional, skilled and effective person centered, evidence based nursing care.
<p>Nurse Specialist / Nurse Team Leader:</p> <ul style="list-style-type: none"> • Specialist Nurse • Deputy Ward Managers • Senior Staff Nurses • Associate CNS 	<p>Band 6</p>	<ul style="list-style-type: none"> • Performs more advanced specialist procedures relevant to environment and discipline of nursing eg. symptom and toxicity management. • Provides assessment, planning, implementation and evaluation of care, and specialist advice and support to patients. • Provides clinical supervision to other staff, students. • May undertake research, lead clinical audits. <p>Qualified to prescribe medications via PGD/NMP</p>	<ul style="list-style-type: none"> • Has both clinical, managerial and leadership responsibilities. • Deputise for the manager, as appropriate, working within agreed policies, protocols and Trust guidelines. • Advise on clinical decisions, monitors the quality of care, reports incidents and near misses. • Promptly and appropriately escalate any discrepancy of practice to management and takes effective action to minimise future risk.
<p>Nurse Advanced / Nurse Team Manager:</p> <ul style="list-style-type: none"> • Clinical Nurse Specialist • Ward Manager • ACP (trainee) • Research Nurse • Lead Specialist Nurse (eg Tumour Site Lead) 	<p>Band 7</p>	<ul style="list-style-type: none"> • Performs most advanced procedures, work autonomously in care delivery and responsible for prescribing medication. • Lead specialist in defined area of nursing care. • Provides specialist education and training to staff and students. • Undertakes research, leads clinical audits <p>Ward Manager:</p>	<ul style="list-style-type: none"> • Provide clinical expertise, specialist advice and support across service boundaries. • Lead the nursing contribution to service development, ensuring the pursuit of innovation and excellence in care. • Define a clear care pathway, referring to other professionals and sign-posting to other agencies as appropriate.

		<ul style="list-style-type: none"> • Assessment, planning, implementation and evaluation of care and records. • Manages staff including PADRs, rotas and recruitment. • Supervises students. • May hold and manage budget. <p>In possession of or working towards Masters</p>	
<p>Matron</p> <p>Advanced Nurse Practitioner</p> <p>Advanced Clinical Practitioner</p> <p>CCC Lead Nurse (ie service lead)</p>	Band 8a	<ul style="list-style-type: none"> • Considerable management and leadership. • Patient safety and clinical responsibilities for specific service area. • Responsible and accountable for ensuring high level of care is delivered to all patients. • Highly specialised knowledge, original thinking and research active. • Enhance capacity and capability within multi-professional teams, supporting established roles. • Helps to improve clinical continuity, provide more patient-focused care <p>Educated to Masters Level and have developed advanced skills and knowledge to allow them to take on expanded roles and scope of practice caring for patients aligned to Advanced Practice Pillars.</p>	<p>Matron:</p> <ul style="list-style-type: none"> • Manage and provide leadership for Ward Managers, Specialist Nurses and all staff. • Ensure patient experience is optimal and involve patients and carers in service development. • Maintain high standards of cleanliness. • Provide specialist education and training to other staff. • Ensure compliance with and develop policies, procedures, guidelines. • Undertake audits of complaints and clinical incidents. • Trial equipment.
<p>Nurse Consultant:</p> <ul style="list-style-type: none"> • Consultant Nurse 	Band 8a-c	<ul style="list-style-type: none"> • Direct patient contact. • Fulfils 50% of the role with other responsibilities covering research and evaluation of nursing practices. 	<ul style="list-style-type: none"> • Provide expert professional advice to patients, carers and colleagues. • Undertake and coordinate research in specialist area as major job

<ul style="list-style-type: none"> • Consultant Clinical Nurse Specialist • Consultant Lead Nurse 		<ul style="list-style-type: none"> • Advisory based tasks are also covered by the role. • Highly developed specialist knowledge underpinned by theory and experience. <p>Educated to Masters Level or equivalent</p>	<p>responsibility, developing Trust-wide research.</p> <ul style="list-style-type: none"> • Provide and teach education and training to other staff and students, developing teaching packages and education programmes as major job responsibility. • Ensure clinical excellence. • Develop & implement highly specialised programmes of care and care packages. • Propose policy and service change / development.
<p>Nurse Consultant Higher Level:</p> <ul style="list-style-type: none"> • Associate Director • Deputy Director • Director 	<p>Band 8c-9</p>	<ul style="list-style-type: none"> • Develops and implements specialist care packages. • Provides clinical advice in specialist area. • Accountable for specialist area of nursing / Trust. • Works strategically and collaboratively at the most advanced frontier of field of work at the highest level of the Trust. <p>Advanced theoretical and practical knowledge underpinned by specialist training to doctorate level or equivalent</p>	<ul style="list-style-type: none"> • Provide expert professional advice to patients / clients, carers and staff. • Responsible for service development / redesign in own area of expertise. • Undertake clinical audit and coordinates research in specialist area as major job responsibility, developing Trust-wide research. • Provide and teach education and training to other staff and students. • Develop teaching packages and education programmes as major job responsibility. • Ensure the maintenance of clinical excellence.

Nursing Competency Framework

Introduction

For Health Care Assistant aspiring to be a Registered Nurse, or a Registered Nurse looking to develop the skills to progress into a senior leadership role:

This Competency Framework provides guidance and support to enable clarity of roles and responsibilities and a structure for career development. It provides a focus on the areas of development to enable you to deliver your current role and to plan for your future.

For Managers and Leaders:

This Competency Framework provides clarity on role definitions and expectations to support the development of the future workforce, development of new roles and ways of working, and supports succession planning. It also helps support your discussions with your staff around their development and career aspirations.

For Clinical Education and Learning and Development Teams:

This Competency Framework will inform the effective development of training programmes and the use of learning resources.

Please note:

This Competency Framework should be used in conjunction with the Trust's Mandatory Training Matrix and Role Essential Matrix

Principles of the Competency Framework

There are **8 levels** of practice, as outlined on the next page, with the first levels delivering the higher proportion of clinical care.

There are **4 areas** of competency:

- Clinical
- Education and learning
- Leadership and management
- Research and development

Each level of practice has core transferable competencies.

Job roles will have specific competencies and may have additional role specific competencies.

Role bandings will not necessarily align to individual job roles as other components, including alignment with required competencies, contribute to a role's banding.

Each level of practice has defined learning and development criteria to ensure personal development.

Competency development will take the post holder from novice to expert (Benner, P. 2001) in each area of practice

This Competency Framework enables clear career progression at The Clatterbridge Cancer Centre, both linear within a profession and across professional boundaries.

8 Levels of Practice

1. Clinical Support Worker & Clinical Support Worker (higher level)

These roles include HCAs, HCSW. There is no 'formal' qualification but they are expected to attain the Care Certificate. They work under the direction of a health care professional. **Clinical Support (higher level)** includes Trainee Nursing Associates as a platform for entry to NHS careers.

2. Associate Practitioner & Assistant Practitioner (*external validated training programmes*)

Nurse Associate is a new role to help bridge the gap between health and care support workers and graduate Registered Nurses. They are registered by the NMC.

Assistant Practitioner: Assistant Practitioners have skills and experience in a particular area of clinical practice. Although they are not registered practitioners they have a level of skill through their experience and training and achieve a qualification. They work under the direction of a health care professional within a defined scope of practice from the employer.

3. Practitioner: eg Newly Qualified Nurse

Practitioner level is the entry level following qualification as a registered health care professional. This level consolidates pre-registration experience and provides a platform for further development for higher roles. The key area of practice is clinical.

4. Senior Practitioner: eg Nurse Specialist / Nurse Team Leader

This level provides some specialist clinical expertise and / or has management and leadership responsibilities. They are able to lead and direct teams and are problem solvers.

5. Advanced Practitioner: eg Advanced Nurse Practitioner / Nurse Team Manager / Clinical Nurse Specialist / ACP Trainee / Ward Manager / Lead Specialist Nurse

Advanced Practice is delivered by experienced registered health care practitioners. It is a level of practice characterised by a high level of autonomy and complex decision-making. This is underpinned by a master's level award or equivalent that encompasses the four pillars of clinical practice, management and leadership, education and research, with demonstration of core and area specific clinical competence.

6. Senior Advanced Practitioner: eg Modern Matron / Advanced Clinical Practitioner

Senior Advanced Clinical Practice underpinned by a master's level award, embodies highly specialist knowledge and the ability to manage complete clinical care in partnership with patients/carers. It includes the analysis and synthesis of complex problems across a range of settings, enabling innovative solutions to enhance patient experience and improve outcomes.

7. Consultant Practitioner:

Consultant roles are structured around all four areas of practice with up to 50% being direct clinical care. The role of a Consultant Practitioner is to strengthen clinical leadership as well as improve practice and the patient experience. They provide expert professional advice to patients/clients, carers and staff. They are responsible for service development / redesign in own area of expertise and the maintenance of clinical excellence. Core functions include leading and undertaking research in their specialist field. They provide education and training to other staff / students, and may develop or contribute to development of specialist training, education programmes in their own field

They are at the forefront of their field and demonstrate original thinking in development of practice and service delivery.

8. Senior roles

Senior roles will vary according to the area of service delivery and require a clinical registration. Roles include; General Manager, Associate Director and Director of Nursing & Quality.

Clinical Support Worker & Clinical Support Worker (Higher)

Clinical Support Worker & Clinical Support Worker (Higher)

Indicative banding: CSW - B2, CSW (Higher) - B3

OVERVIEW

Description	Attributes	Areas of Practice:	Qualifications
<ul style="list-style-type: none"> • Works under the direction and supervision of a professionally qualified practitioner. • Undertakes defined clinical and non-clinical tasks. • Reports patient condition to qualified staff. 	<ul style="list-style-type: none"> • Good communication skills. • Provides safe, patient focused care. • Ability to take direction and work under supervision. • Follows a plan of care. • Maintains and works to set standards of care. 	<p>The main area of practice is clinical care.</p> <p><i>CSW Higher:</i> Contributes to service development , undertakes self-development and development of others</p>	<ul style="list-style-type: none"> • Care Certificate. • Literacy and numeracy. • Effective oral and written communication. <p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Apprenticeships eg Trainee Nursing Associate (CSW Higher)

CLINICAL SUPPORT WORKER & CLINICAL SUPPORT WORKER (HIGHER):

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Undertakes defined and supervised clinical and non-clinical tasks. • Provides high quality personal care to patients. • Patient hygiene. • Assisting with eating and drinking. • Performing, recording and reporting baseline observations. • Assisting the patient with toileting. • Phlebotomy. • Cannulation. • ECG. • Prepare patients for consultation and chaperone patients. 	<ul style="list-style-type: none"> • Assist with moving and transferring patients. • Obtain and label specimens (e.g. body fluids, wound swabs) from patients. • Dressings. • Line care. • Follows policy. • Records information. <p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Contributes to service and self –development. • Wider scope of delegated clinical practice and responsibility. • Supervised as required. 	<ul style="list-style-type: none"> • Care Certificate. • Literacy and numeracy. • Effective oral and written communication. <p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Apprenticeships eg Trainee Nursing Associate (CSW Higher). 	<ul style="list-style-type: none"> • Care Certificate. • Nature of cancer course. • Refer to programme specific training entry requirements eg TNA. • Apprenticeships eg Trainee Nursing Associate (CSW Higher). <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

CLINICAL SUPPORT WORKER & CLINICAL SUPPORT WORKER (HIGHER) :

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours		Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Participate in the induction and orientation of new staff. • Mentoring new clinical support staff. • Develops physical skills in practice eg bathing patient/use of hoists. 	<p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Contributes to self and service development. • Contributes to development of others. • Highly developed and expanded physical skills in practice. • Educated and trained to undertake wider scope of clinical care. 	<ul style="list-style-type: none"> • Care Certificate. • Literacy and numeracy. • Effective oral and written communication. <p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Apprenticeships eg Trainee Nursing Associate (CSW Higher). 	<ul style="list-style-type: none"> • Care Certificate. • Nature of cancer course. • Refer to programme specific training entry requirements eg TNA. • Apprenticeships eg Trainee Nursing Associate (CSW Higher). <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

CLINICAL SUPPORT WORKER:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Work as part of a team • Liaise with colleagues and other members of the MDT 	<p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Plans own delegated work activities. • Contributes to service and self-development • Wider scope of delegated clinical practice and responsibility. • Supervised as required. 	<ul style="list-style-type: none"> • Care Certificate. • Literacy and numeracy. • Effective oral and written communication. <p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Apprenticeships eg Trainee Nursing Associate (CSW Higher) 	<ul style="list-style-type: none"> • Care Certificate. • Nature of cancer course. • Refer to programme specific training entry requirements eg TNA. • Apprenticeships eg Trainee Nursing Associate (CSW Higher). <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills • Nature of Cancer Course • Nature of Cancer Plus Course

CLINICAL SUPPORT WORKER:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Participate in audit and support internal monitoring. 	<ul style="list-style-type: none"> • Care Certificate. • Literacy and numeracy. • Effective oral and written communication. <p><i>CSW Higher:</i></p> <ul style="list-style-type: none"> • Apprenticeships eg Trainee Nursing Associate (CSW Higher). 	<ul style="list-style-type: none"> • Care Certificate. • Nature of cancer course. • Refer to programme specific training entry requirements eg TNA. • Apprenticeships eg Trainee Nursing Associate (CSW Higher). <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

Nurse Associate Practitioner & Assistant Practitioner

Nurse Associate Practitioner & Assistant Practitioner

Indicative banding: B4

OVERVIEW			
Description	Attributes	Areas of Practice:	Qualifications
<ul style="list-style-type: none"> • Works under the direction and supervision of a professionally qualified practitioner. • Undertakes defined elements of clinical work that have previously only been within the remit of registered professionals within an agreed scope of practice. 	<ul style="list-style-type: none"> • Good communication skills. • Provides safe, patient focused care. • Ability to take direction and work under supervision. • Follows a plan of care • Maintains and works to set standards of care <p><i>Associate:</i></p> <ul style="list-style-type: none"> • Under the leadership and direction of registered nurses, will work within all aspects of the nursing process. 	<ul style="list-style-type: none"> • Clinical • Education and learning • Leadership and management • Research and development <p>The main area of practice is clinical.</p>	<p><i>Assistant:</i></p> <ul style="list-style-type: none"> • Trained to defined professional core standards and / or qualifications e.g. training to diploma level or equivalent • Accredited with profession specific voluntary registers or registered with professional body <p><i>Nurse Associate:</i></p> <ul style="list-style-type: none"> • Registered (NMC)

ASSOCIATE PRACTITIONER & ASSISTANT PRACTITIONER:

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Undertakes defined clinical and non-clinical tasks and procedures. • Provides high quality care. • Patient hygiene. • Assisting with eating and drinking. • Performing, recording and reporting baseline observations. • Assisting the patient with toileting. • Phlebotomy. • Cannulation. • ECG. • Prepare patients for consultation and chaperone patients. 	<ul style="list-style-type: none"> • Assist with moving and transferring patients • Obtain and label specimens (e.g. body fluids, wound swabs) from patients. • Dressings. • Line care. <p><i>Associate:</i></p> <ul style="list-style-type: none"> • Medicines management. • Administers injections. • Support the registered nurse in the assessment, planning and evaluation of care. 	<p><i>Assistant:</i></p> <ul style="list-style-type: none"> • Trained to defined professional core standards and / or qualifications e.g. additional training to diploma level or equivalent. • Accredited with profession specific voluntary registers or registered with professional body. <p><i>Nurse Associate:</i></p> <ul style="list-style-type: none"> • Registered (NMC). 	<ul style="list-style-type: none"> • Refer to specific training entry requirements or university requirements for Registered Nursing Qualification. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

ASSOCIATE PRACTITIONER & ASSISTANT PRACTITIONER:

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Participate in the induction and orientation of new staff. • Mentoring, supervising and undertaking assessments of new clinical support staff. 	<p><i>Assistant:</i></p> <ul style="list-style-type: none"> • Trained to defined professional core standards and / or qualifications e.g. additional training to diploma level or equivalent. • Accredited with profession specific voluntary registers or registered with professional body. <p><i>Nurse Associate:</i></p> <ul style="list-style-type: none"> • Registered (NMC). 	<ul style="list-style-type: none"> • Refer to specific training entry requirements or university requirements for Registered Nursing Qualification. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

ASSOCIATE PRACTITIONER & ASSISTANT PRACTITIONER:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Work as part of a team. • Liaise with colleagues and other members of MDT. • Demonstrates own duties to less experienced staff. • Performs workplace assessments for less experienced staff. 	<p><i>Assistant:</i></p> <ul style="list-style-type: none"> • Trained to defined professional core standards and / or qualifications e.g. additional training to diploma level or equivalent. • Accredited with profession specific voluntary registers or registered with professional body. <p><i>Nurse Associate:</i></p> <ul style="list-style-type: none"> • Registered (NMC). 	<ul style="list-style-type: none"> • Refer to specific training entry requirements or university requirements for Registered Nursing Qualification. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

ASSOCIATE PRACTITIONER & ASSISTANT PRACTITIONER:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Participate in audit and support internal monitoring. • May participate in research and development, clinical trials. 	<p><i>Assistant:</i></p> <ul style="list-style-type: none"> • Trained to defined professional core standards and / or qualifications e.g. additional training to diploma level or equivalent. • Accredited with profession specific voluntary registers or registered with professional body. <p><i>Nurse Associate:</i></p> <ul style="list-style-type: none"> • Registered (NMC). 	<p>Refer to specific training entry requirements or university requirements for Registered Nursing Qualification.</p> <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Fundamental Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course.

Practitioner

Practitioner

Indicative banding: B5

OVERVIEW			
Description	Attributes	Areas of practice:	Qualifications
<ul style="list-style-type: none"> • A registered professional with NMC. • Functions at a competent level of expertise through to highly proficient where the individual holistically assesses, plans, implements and evaluates patient care and escalates 'early warning signals'. 	<ul style="list-style-type: none"> • As a minimum has factual and theoretical knowledge through training. • Experience in the role ensures awareness of the need to plan, prioritise, problem-solve and set goals. 	<ul style="list-style-type: none"> • Clinical • Education and learning • Leadership and management • Research and development 	<ul style="list-style-type: none"> • Professional registration equivalent to an ordinary or honours degree or diploma

PRACTITIONER:

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Work within a delegated area of practice. • Manage a case load of patients. • Provide direct clinical care. • Plan, assess, deliver and evaluate care. • Understand and evaluate the holistic needs of the patient. • Able to assess risk. • Involve patients in shared decision making. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. 	<ul style="list-style-type: none"> • Evidence of continuous professional development relevant to profession. • Additional professional qualification equivalent to an ordinary or honours degree. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Intermediate Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course. <p>Accredited Modules:</p> <p><i>Degree level 6:</i></p> <ul style="list-style-type: none"> -Fundamentals in Cancer Care -Fundamentals in SACT Administration and Care -Fundamentals of Palliative and End of Life <p><i>Masters level 7:</i></p> <ul style="list-style-type: none"> • Developing Practice in Cancer Care • Developing Practice in SACT Administration and Care • Developing Practice in Palliative and End of Life Care • Developing Practice Supporting Those Living with the Consequences of Cancer and Cancer Treatment

PRACTITIONER:

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Provide clinical supervision to other staff and students. • Provide mentorship. • Contribute to a positive learning environment. • Keep own knowledge and skills up to date. • Provide education to patients, families and carers. • Preceptorship. 	<ul style="list-style-type: none"> • Provide advice to enable patients to make positive lifestyle choices. • Use structure feedback and reflective practice to continually make improvements. • Undertake assessment of learners. • Facilitate learning using a range of skills. • Participate in educational audits. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. • Mentorship / Student Assessment skills training (within 18 months of qualifying). 	<ul style="list-style-type: none"> • Evidence of continuous professional development relevant to profession. • Additional professional qualification equivalent to an ordinary or honours degree. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Intermediate Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course. <p>Accredited Modules:</p> <p><i>Degree level 6:</i></p> <ul style="list-style-type: none"> -Fundamentals in Cancer Care -Fundamentals in SACT Administration and Care -Fundamentals of Palliative and End of Life <p><i>Masters level 7:</i></p> <ul style="list-style-type: none"> • Developing Practice in Cancer Care • Developing Practice in SACT Administration and Care • Developing Practice in Palliative and End of Life Care • Developing Practice Supporting Those Living with the Consequences of Cancer and Cancer Treatment

PRACTITIONER:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Responsible for the management of a case load of patients within a delegated area of practice. • Manage own time effectively and that of supervisees. • Allocates, checks work of other staff on ward. • Challenge poor or unsafe practice. • Work independently or as part of a team. • Be a positive role model. • Accountable for own practice. 	<ul style="list-style-type: none"> • Be aware of organisational, team and individual goals 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. 	<ul style="list-style-type: none"> • Evidence of continuous professional development relevant to profession. • Additional professional qualification equivalent to an ordinary or honours degree. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Intermediate Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course. <p>Accredited Modules:</p> <p><i>Degree level 6:</i></p> <ul style="list-style-type: none"> -Fundamentals in Cancer Care -Fundamentals in SACT Administration and Care -Fundamentals of Palliative and End of Life <p>Masters level 7:</p> <ul style="list-style-type: none"> • Developing Practice in Cancer Care • Developing Practice in SACT Administration and Care • Developing Practice in Palliative and End of Life Care • Developing Practice Supporting Those Living with the Consequences of Cancer and Cancer Treatment

PRACTITIONER:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Ensure care is evidence based. • Participate in clinical audits, support patients on clinical trials. • Contribute to data collection activities. • Able to undertake literature searches. • Undertake research as part of formal education programmes and apply learning into practice. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. 	<ul style="list-style-type: none"> • Evidence of continuous professional development relevant to profession. • Additional professional qualification equivalent to an ordinary or honours degree. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Intermediate Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course. <p>Accredited Modules:</p> <p><i>Degree level 6:</i></p> <ul style="list-style-type: none"> -Fundamentals in Cancer Care -Fundamentals in SACT Administration and Care -Fundamentals of Palliative and End of Life <p><i>Masters level 7:</i></p> <ul style="list-style-type: none"> • Developing Practice in Cancer Care • Developing Practice in SACT Administration and Care • Developing Practice in Palliative and End of Life Care • Developing Practice Supporting Those Living with the Consequences of Cancer and Cancer Treatment <p>At CCC additional research competency requirements are:</p> <ul style="list-style-type: none"> • Good Clinical Practice (GCP) Training.

Senior Practitioner

Senior Practitioner

Indicative banding: B6

OVERVIEW			
Description	Attributes	Areas of Practice:	Qualifications
<ul style="list-style-type: none"> • Provides specialist clinical expertise and has management and leadership responsibilities. • Able to lead and direct teams and are problem solvers. • Has a degree of autonomy within their sphere of practice. • Undertakes service improvement. 	<ul style="list-style-type: none"> • Detailed theoretical and practical knowledge. • Able to use experience to discriminate and prioritize. • Views situations as 'a whole' rather than as separate aspects. • Demonstrates initiative and able to develop creative solutions. • Has developed specialist knowledge in clinical care, leadership, management or education. 	<ul style="list-style-type: none"> • Clinical • Education and learning • Leadership and management • Research and development 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree.

SENIOR PRACTITIONER:

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Applies proficient, advanced specialist knowledge and skills. • Provides, interprets and communicates complex information. • Monitors quality of care. • Able to make informed judgements using critical thinking and complex analysis. 	<ul style="list-style-type: none"> • Continually develops skills and competence within area of practice. • Contributes to the development of policies, procedures and standard operating procedures. • Reports incidents and near misses. • Complaints management. • Risk management. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. <ul style="list-style-type: none"> • Evidence of continuous professional development relevant to profession eg Patient Group Directions training. • Additional professional qualification at Masters level relevant to the role eg clinical examination, diagnostics, • Non-medical prescribing. • Registered health professional. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> • Advanced Communications Skills. • Nature of Cancer Course. • Nature of Cancer Plus Course. <p>Accredited Modules:</p> <p><i>Degree level 6:</i></p> <ul style="list-style-type: none"> -Fundamentals in Cancer Care -Fundamentals in SACT Administration and Care -Fundamentals of Palliative and End of Life <p>Masters level 7:</p> <ul style="list-style-type: none"> • Developing Practice in Cancer Care • Developing Practice in SACT Administration and Care • Developing Practice in Palliative and End of Life Care • Developing Practice Supporting Those Living with the Consequences of Cancer and Cancer Treatment

SENIOR PRACTITIONER:

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none">• Contribute to the development of the learning environment using learner evaluation to continually improve.• Ensure the team provides appropriate learning, mentoring and supervision.• Facilitate reflective practice in others.• Use critical enquiry.• Lead educational audits.	<ul style="list-style-type: none">• High level facilitation of learning and skills development in others.• Undertake learning / training needs analysis.• Ensures induction and orientation for team members.• Assesses clinical skills.	<ul style="list-style-type: none">• Professional qualification equivalent to an ordinary or honours degree.	<ul style="list-style-type: none">• Coaching.• Post graduate teaching qualification.• Experience of work based education.• Accredited learning or mentoring certificate.• Coaching competence.

SENIOR PRACTITIONER:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Has clinical, managerial and leadership responsibilities. • Responsible for own and team performance. • Deputises for manager as appropriate. • Manages one or more service areas. • Carries responsibility and accountability for those areas. • Undertakes service development. • Acts as leadership role model. • Develops team working. 	<ul style="list-style-type: none"> • Use workload assessment tools (e.g. acuity). • Ensure safe and effective rotas. • Lead change. • Ensure continuous quality improvement. • Recognise and act on poor performance. • Manages difficult conversations. • Manages sickness absence. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree.
		<ul style="list-style-type: none"> • Leadership and management qualification. • Change management skills.

SENIOR PRACTITIONER:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none">• Initiatives/expansion of practice is underpinned by individual research and theory.• Participate in research and clinical audit.• Awareness of research governance.• Develop and use information to apply evidence.	<ul style="list-style-type: none">• Professional qualification equivalent to an ordinary or honours degree.	<ul style="list-style-type: none">• MSc modules.• Research methodology modules.• Good Clinical Practice GCP. <p>At CCC additional research competency requirements are:</p> <ul style="list-style-type: none">• To have localised knowledge of research options available to patients at CCC.

Advanced Practitioner

Advanced Practitioner

Indicative banding: B7

OVERVIEW			
Description	Attributes	Areas of Practice:	Qualifications
<ul style="list-style-type: none"> • Make high level autonomous decisions based on extensive clinical experience and an advanced level of skill and theoretical knowledge. • Will manage their own case load. 	<ul style="list-style-type: none"> • Expert in their field. • Critical thinking. • Innovative. • Responsible for developing and leading change in practice. • Able to work in a complex environment. • Contributes to MDT decisions. • Effective team member. • Leadership qualities. 	<ul style="list-style-type: none"> • Clinical • Education and learning • Leadership and management • Research and development 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. • Working towards or in possession of Masters level education relevant to the role.

ADVANCED PRACTITIONER:

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> Practice autonomously and as part of a team. Advanced clinical competence. Critical thinking and problem solving. Advanced clinical decision making. Operational accountability. Develop and manage complex information. Contribute to organisational strategy and delivery of organisational objectives. Lead on clinical governance. 	<ul style="list-style-type: none"> Assess, diagnose, plan and implement care and interventions. Apply advanced clinical skills. Able to work within a complex environment. Lead the development of policies and protocols reflecting national policy and legislation. Develop outcomes frameworks. Ensure appropriate systems in place for patient engagement. Continual quality improvement. 	<ul style="list-style-type: none"> Masters level education relevant to the role eg such as clinical examination, diagnostics. Non-medical prescribing. Registered health professional.
		<ul style="list-style-type: none"> Masters degree. RCN Credentialing Relevant publications. Extensive clinical expertise. Additional professional qualification at Masters level relevant to the role eg clinical examination, diagnostics. Non-medical prescribing. Registered health professional. <p>Courses/Modules available at CCC:</p> <ul style="list-style-type: none"> Advanced Communications Skills. <p>Accredited Modules:</p> <p><i>Degree level 6:</i></p> <ul style="list-style-type: none"> -Fundamentals in Cancer Care -Fundamentals in SACT Administration and Care -Fundamentals of Palliative and End of Life <p>Masters level 7:</p> <ul style="list-style-type: none"> Developing Practice in Cancer Care Developing Practice in SACT Administration and Care Developing Practice in Palliative and End of Life Care Developing Practice Supporting Those Living with the Consequences of Cancer and Cancer Treatment

ADVANCED PRACTITIONER:

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Assess learning and development needs within own practice area. • Design and develop educational materials. • Contribute to curriculum design and delivery with Clinical Education and relevant HEIs. • Ensure high quality learning, mentoring, supervision and support is provided within own practice area. 	<ul style="list-style-type: none"> • Be a role model. • Provide mentoring, supervision and coaching both within own practice area and to others outside. • Create a positive learning environment. • Act on educational audits and feedback from learners. 	<ul style="list-style-type: none"> • Experience of work based education. • Accredited learning or mentoring certificate. • Coaching competence. 	<ul style="list-style-type: none"> • Experience of presenting to national and international conferences. • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Pursuing Doctorate level research experience. • Relevant publications. • Formal education links with a Higher Education Institute. • RCN Credentialing.

ADVANCED PRACTITIONER:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Provide strong and effective clinical and managerial leadership. • Empower and support team and colleagues. • Apply critical analysis to self and team performance, and act on findings. • Participate in local and national policy and strategy. • Apply advanced written and oral communication skills. • Utilise high level operational management skills to manage effectively. 	<ul style="list-style-type: none"> • Contribute to the Trust's business planning and delivery of strategy. • Ensure delivery of the Trust's strategy is reflected in the teams personal objectives. • Effectively lead and manage change. • Contribute to organisational development. • Ensure partnership working. • Develop teams competence in ensuring a person centred approach to care. • Holds delegated budget. 	<ul style="list-style-type: none"> • Leadership and management qualification. • Change management skills. 	<ul style="list-style-type: none"> • RCN Credentialing. • Proven ability in motivating and inspiring others. • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Pursuing Doctoral level research experience. • Formal education links. • Coaching qualification.

ADVANCED PRACTITIONER:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility	Knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none">• Promote a positive research and development culture.• Ensure practice is evidence based.• Ensure awareness of new evidence and apply to practice.• Write for publication and present at national and international conferences.	<ul style="list-style-type: none">• Develop and lead comprehensive audits programmes for area of practice and act on findings.• Lead on any local peer review processes.• Develop areas of research through the research application and governance processes.	<ul style="list-style-type: none">• MSc modules.	<ul style="list-style-type: none">• RCN Credentialing.• Professional qualification equivalent to an ordinary or honours degree.• Masters degree.• Pursuing Doctoral level research experience.• Relevant publications.• Formal education links with a Higher Education Institute.

Consultant Practitioner

Consultant Practitioner

Indicative banding: B8a-c

OVERVIEW			
Description	Attributes	Areas of Practice:	Qualifications
<ul style="list-style-type: none"> • Highly specialised knowledge at the forefront of their area of practice. • High levels of strategic thinking. • Exercises advanced levels of clinical judgement, knowledge and experience. • Improve patient pathways and service delivery through influence and innovation at strategic level. • Participate in, and influence, practice and service decision-making. 	<ul style="list-style-type: none"> • Transformational leadership. • Practice-based research and evaluation. • Providing consultancy at all levels. • Highly specialist support and advice. • Managing a complex case load. • Providing clinical expertise, leadership and developing practice standards. • Influence policy regarding all aspects of care, within CCC, nationally and internationally. 	<ul style="list-style-type: none"> • Clinical • Education and learning • Leadership and management • Research and development 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Pursuing Doctoral level research experience. • Relevant publications. • Specialist-specific professional qualifications commensurate with role. • Extensive clinical expertise. • Formal education links with a Higher Education Institute.

CONSULTANT PRACTITIONER:

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Patient-centred care is designed around the needs, concerns, experiences of patients/users. • Managing a complex case load. • Providing clinical expertise, leadership and developing practice. • Patient care activity matches organisational strategy. 	<ul style="list-style-type: none"> • Evidence used to inform decision-making is drawn from policy (local and national), knowledge and theory and patient's own knowledge. • Senior source of advice. • Improves patient pathways and service delivery through influence and innovation at strategic level. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. • Relevant publications. • Specialist-specific professional qualifications commensurate with role. • Extensive clinical expertise. • Masters degree. • RCN Credentialing.

CONSULTANT PRACTITIONER:

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Developing critical intent of individuals and groups. • Facilitating individual, collective and organisational learning. • Provides learning in HEI and other health care settings. 	<ul style="list-style-type: none"> • Facilitating change, practice and service development. • Support others in achieving their potential by acting as coach, mentor and role model. • Demonstrate a commitment to lifelong learning and take responsibility for meeting their own development needs. 	<ul style="list-style-type: none"> • Experience of presenting to national and international conferences. • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Pursuing Doctoral level research experience. • Relevant publications. • Formal education links with a Higher Education Institute. • RCN Credentialing. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Pursuing Doctoral level research experience. • Relevant publications. • Specialist-specific professional qualifications commensurate with role. • Extensive clinical expertise. • Formal education links with a Higher Education Institute. • Extensive experience of delivering presentations to large groups of stakeholders in often pressured and politically sensitive environments. • Evidence of continuous professional development relevant to profession.

CONSULTANT PRACTITIONER:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Transformational leadership • Developing a shared vision. • Inspiring and communicating. • Valuing others. • Challenging and stimulating. • Developing trust. • Enabling. • Contribute to national, as well as local, developments in their recognised area of expertise. 	<ul style="list-style-type: none"> • Strategic thinker. • Management, leadership and strategic. • Vision. • Vision for their area of practice. • Strategist and demonstrating political leadership. • Challenge organisational and professional barriers that limit or inhibit effective service delivery. • Influences own and other professions. 	<ul style="list-style-type: none"> • Proven ability in motivating and inspiring others. • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Pursuing Doctoral level studies. • Formal education links. • Coaching qualification. • RCN Credentialing.

CONSULTANT PRACTITIONER:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility, knowledge, skills and behaviours

- Examples within own practice area:
- Generate evidence from practice through systematic and rigorous approaches at individual and collective levels.
 - Identifying gaps in the evidence base and communicating their findings.
 - Developing a research culture.
 - Original thinking.
 - Strategic service development.

- Effectively process complex, sensitive or contentious information in contributing to the development of strategic planning at local and national levels.
- Initiating, facilitating or undertaking appropriate high-quality research.
- Collaborating with appropriate research partners.

Entry qualifications

- Professional qualification equivalent to an ordinary or honours degree.
- Masters degree.
- Pursuing Doctoral level research experience.
- Relevant publications.
- Formal education links with a Higher Education Institute.
- RCN Credentialing.

Educational and professional development to achieve the next level of practice

- Pursuing Doctoral level research experience.
- Relevant publications.
- Research active.

Senior Roles

Senior Roles

Indicative banding: B8c-9

OVERVIEW			
Description	Attributes	Areas of Practice:	Qualifications
		<ul style="list-style-type: none"> • Clinical • Education and learning • Leadership and management • Research and development 	
<ul style="list-style-type: none"> • Senior roles will vary according to the area of service delivery. • Senior roles require a clinical professional registration. • Roles include General Managers and Associate Directors. 	<ul style="list-style-type: none"> • Transformational leadership. • Providing consultancy at all levels. • Highly specialist support and advice. • Strong and effective management. • Providing senior leadership. • Influence policy regarding all aspects of care, within CCC, nationally and internationally. 	<ul style="list-style-type: none"> • The balance between the areas of practice will vary according to the role. • The main focus will be on leadership and management. 	<ul style="list-style-type: none"> • First Level NMC Registered Nurse. • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Relevant publications. • Management and leadership qualifications at Masters level. • Extensive management and leadership expertise.

SENIOR ROLES:

Area of Practice: CLINICAL

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none">• Applies proficient generalist or specialist knowledge and skills.• Provides, interprets and communicates complex information.• Able to make informed judgements using critical thinking and complex analysis.	<ul style="list-style-type: none">• Ensures the development of policies, procedures and standard operating procedures.	<ul style="list-style-type: none">• Professional qualification equivalent to an ordinary or honours degree.• Masters degree.• Relevant publications.• Management and leadership qualifications commensurate with role.• Management and leadership expertise.	<ul style="list-style-type: none">• Evidence of continuous professional development relevant to profession.• Proven and significant clinical leadership experience at sub –Board level.• Current professional registration.• Educated to masters level in relevant subject.• Significant management experience at senior sub-Board level.• Proven clinical experience of leading complex service transformation and business change.• Experience and/or understanding of the health economy and political landscape.• Experience of successfully operating in and delivering clinical priorities in partnership.

SENIOR ROLES:

Area of Practice: EDUCATION & LEARNING

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice	
<p>Examples within own practice area:</p> <ul style="list-style-type: none">• Ensure the development of the learning environment using learner evaluation to continually improve.• Ensure the team provides appropriate learning, mentoring and supervision.• Facilitate reflective practice in others.• Use critical enquiry.• Ensure educational audits are in place.	<ul style="list-style-type: none">• Ensures learning / training needs analysis.• Ensures induction and orientation for team members.• Develops management and leadership skills in others.	<ul style="list-style-type: none">• Professional qualification equivalent to an ordinary or honours degree.• Masters degree.• Relevant publications.• Management and leadership qualifications commensurate with role.• Management and leadership expertise.	<ul style="list-style-type: none">• Post graduate qualification in leadership or management.• Board Level experience.• Understanding of the regional and local healthcare landscape.• Clinical Experience in cancer.• Knowledge of the NHS planning system, including the means by which resources are allocated and services are commissioned.• Understanding of the corporate and social responsibility agenda and its applicability to NHS organisations.

SENIOR ROLES:

Area of Practice: LEADERSHIP & MANAGEMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
<p>Examples within own practice area:</p> <ul style="list-style-type: none"> • Manages and leads a defined area of service delivery eg a directorate. • Able to work in a matrix leading and developing service across the Trust. • Leads service improvement. • Ensures the provision of a high quality service. 	<ul style="list-style-type: none"> • Leads and supports innovation. • Proactively uses service user engagement to develop services. • Provides senior leadership. • Demonstrates initiative and able to develop creative solutions. • Represents the Trust on external fora. 	<ul style="list-style-type: none"> • Professional qualification equivalent to an ordinary or honours degree. • Masters degree. • Relevant publications. • Management and leadership qualifications commensurate with role. • Management and leadership expertise.

SENIOR ROLES:

Area of Practice: RESEARCH & DEVELOPMENT

Sphere of responsibility, knowledge, skills and behaviours	Entry qualifications	Educational and professional development to achieve the next level of practice
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Examples within own practice area:

- Applies proficient generalist or specialist knowledge and skills.
- Provides, interprets and communicates complex information.
- Able to make informed judgements using critical thinking and complex analysis.

- Ensures the development of policies, procedures and standard operating procedures.

- Professional qualification equivalent to an ordinary or honours degree.
- Masters degree.
- Relevant publications.
- Management and leadership qualifications commensurate with role.
- Management and leadership expertise.

- Evidence of ensuring engagement of staff in clinical audit and research activity.
- Relevant publications.
- Research active.