



*The* ROYAL MARSDEN  
NHS Foundation Trust

**Job description**  
**Cellular Pathology Laboratory**  
**Manager**  
**(Chelsea)**



**NHS**

At The Royal Marsden, we deal with cancer every day, so we understand how valuable life is. And when people entrust their lives to us, they have the right to demand the very best. That's why the pursuit of excellence lies at the heart of everything we do.



Life demands excellence

# Dear candidate,

Thank you for applying to join the Histopathology department at The Royal Marsden. This candidate pack contains all you need to apply for the post.

The Royal Marsden has a vital role in championing change and improvement in cancer care through research and innovation, education and leading-edge practice. We are incredibly proud of our international reputation for pushing the boundaries and for our ground-breaking work ensuring our patients receive the very best and latest in cancer treatment and care.

An exciting opportunity has arisen for a Laboratory Manager, with good interpersonal skills and a strong commitment to team working to join the Cellular Pathology department, located at the Chelsea site of The Royal Marsden Hospital. The major focus of the role will be responsibility for the service provision of a timely, cross-site clinically critical laboratory service within the Histopathology department, primarily supporting the solid tumour pathway including genomic referrals and the cytology pathway, both at the Trust and other hospitals in the UK, providing an expert diagnostic service. The post holder will oversee the implementation of digital pathology workflows within the department which will complete the digitization of the service following the recent Epic LIMS/EPR implementation.

Applicants must have a relevant higher degree or equivalent, HCPC registration, evidence of post-registration study and management skills training. This is a full time post.

The Trust encourages and supports continuing professional and personal development and Pathology runs a CPD Club

Thank you for your interest in working for The Royal Marsden, I wish you every success in your application.

Alison Morilla

Director of Pathology and Clinical Genomics

## **Job title**

Cellular Pathology Laboratory Manager

## **Directorate**

Clinical Sciences

## **Grade**

Band 8b

## **Hours of work**

37.5 per week

## **Location**

Chelsea

## **Reports to**

Pathology Operations Manager

## **Accountable to**

Director of Pathology & Clinical Genomics

## **Liaises with**

Pathology Operations Manager, Director of Pathology & Clinical Genomics, CBU Business manager, Consultant Pathologists, Divisional Directors, Nursing Leads, clinical consultants and surgeons, Quality Manager, Training Officer, Laboratory Managers & Heads of Laboratories from all disciplines, A&C staff, Finance and HR from CSD, Workforce Development, universities and suppliers.

## **1. Job Purpose**

The post holder will be responsible for the service provision of a timely, clinically critical laboratory service within the Histopathology department covering the Chelsea site. Supporting clinical teams within the Trust, nationally and internationally, providing an expert diagnostic service for users of the solid tumour, Cytology and genomic referral pathways in conformance with the Cancer plan/ waiting time targets.

The post holder will be responsible for the direction and operational management of the Cellular Pathology laboratory, Chelsea, including 30 staff and a budget of £2.8m. Ensuring appropriate and cost-effective purchasing arrangements for equipment and materials, effective staff recruitment and the delivery of training to BMS and other staff within the Department to ensure continuity of service, at all times.

## 2. Key areas of responsibility

- Responsible for the efficient and effective management, organisation and development of Histopathology. To work in an efficient and timely manner and to be adaptable to change.
- To provide clear and effective leadership of the service and staff, with a focus on patient care, at all times
- Authorises requisitions and purchases and is an authorised signatory for financial payments as the budget holder for the department. Responsible for budgetary control.
- Undertakes annual budget setting, define and co-ordinate the delivery of CIP's, co-ordinate the financial planning of the departments and contribute to divisional month end financial commentaries.
- Manages highly specialist diagnostic clinical technical services in support of patient care. Responsible for the maintenance of high standards in analytical performance and monitoring by quality control.
- Responsible for ensuring safe use of expensive, highly complex laboratory equipment and IT systems, stock control and management of laboratory budget.
- To ensure the laboratory has an innovative approach to service delivery, taking into account Trust and national strategies.
- To be responsible for, directly or by delegation, a wide range of managerial and administrative duties including staff rotas, work schedules, appraisals, absence monitoring, report writing and contribution to or writing of business cases.
- Responsibility for ensuring service level agreements and other formal agreements are in place to ensure service continuity at all times.
- Responsible for policy implementation and for discrete policy or service development for the Histopathology laboratory service to the Trust, region and beyond.
- To follow agreed protocols and policies seeking advice where appropriate from Departmental Clinical Lead, Director of Pathology, Directors of the Division and senior staff in other divisions within the Trust
- Responsible for contingency and major incident planning. Design and implement contingency plans to ensure that services are maintained in times of service disruption.
- Provides reports, documents and presentations commensurate with role within department and directorate, providing the Pathology Operations Manager and the Clinical Business Unit Manager with statistical and financial data as required.
- To ensure that Health and Safety standards are maintained. Working in close liaison with the deputy laboratory manager to ensure staff's compliance with all relevant safety standards in the department and to ensure all COSHH and risk assessments for the laboratory are kept up to date.
- To ensure that the laboratory complies with the requirements of accreditation (UKAS /HTA)
- To facilitate and collaborate with Histopathologists in research and development relevant to the specialist work of the laboratory.

- To demonstrate a positive attitude to the work of the laboratory, colleagues and service users, responding to requests for information in a polite, helpful and concise manner
- To participate in an annual Personal Development Review/appraisal process as well as all necessary mandatory training. As part of the PDR process the post holder's involvement and contribution to Quality Management will be reviewed along with their understanding and compliance with the current, relevant Trust objectives

## **2.1     Operational**

- To ensure the timely and efficient provision of core and technologically complex analytical/diagnostic services within the available resources.
- To take overall responsibility for the quality of all scientific and technical work produced.
- To ensure that working practices meet current professional standards and legislation, and are documented, accessible and regularly reviewed.
- To ensure that clinical requests are met according to agreed policies on availability of tests and priorities.
- To monitor the quality of service provision, through internal and/or external review.
- To ensure that changes in users' requirements are monitored, planned for and, where agreed, implemented.
- To ensure all techniques and equipment are validated and verified as per department standard operating procedures prior to implementation
- To provide expert advice to BMS interpreting results/ staining obtained which are equivocal or challenging
- To provide expert trouble shooting for all diagnostic techniques performed
- To monitor and analyse service key performance indicators, identify deficiencies and implement action plans, as required, to rectify
- Oversee implementation of all IT software and hardware in the laboratories, to evaluate prior to installation, to be fully conversant with functionality and train staff in use.
- To gather and analyse data for the purpose of monitoring and disseminating laboratory activity and expenditure information. This will include interrogating EPIC Beaker and other sources, use of spreadsheets to analyse and display data, and entering summary of information into reports, business plans and other documents as appropriate
- To ensure continuous training of scientific staff to maintain the technologically complex diagnostic services within the laboratory.
- To maintain a current knowledge of Histopathology methodologies.
- To manage all capital equipment procurement processes for the department, ensuring adherence to local, national and international guidelines.
- To be able to carry out advanced troubleshooting and repairs on all equipment, for which specialist training and dexterity are required
- To contribute to care, maintenance and security of the laboratory premises and equipment
- Responsible for oversight of the departmental IT training pertaining to all relevant cellular pathology systems including digital

## **2.3     Staff**



- Provides direct line management of the Deputy Laboratory manager.
- Involved in the selection and recruitment of staff, as appropriate.
- Ensure Trust mandatory training is completed by all staff,
- In conjunction with the Deputy Laboratory manager, organises allocation of staff to ensure required duties are performed appropriately.
- In conjunction with the Pathology Training Officer and department training officer, direct the training of scientific and technical staff to include advising and teaching methods of work.
- To maintain job descriptions for all posts and to review the requirements of each post upon becoming vacant, in conjunction with Pathology Operations Manager, prior to advertising for replacement staff.
- To monitor sickness/absence levels and where necessary implement corrective action.
- To ensure that staff records, including Healthroster returns, are established and accurately maintained.
- To ensure that all staff are briefed on Trust developments.
- Ensure all staff to have Personal Development Plans and relevant CPD portfolios.
- To encourage development of staff at all levels, providing opportunities and training internally and externally
- To monitor staffing structure, ensuring appropriate knowledge and skill mix for work performed. Identify discrepancies and implement action plans as required.
- Responsible by delegation for the management, education and training of all Biomedical Scientists (BMS), Medical Technical Officers (MTO), Medical Laboratory Assistants (MLA), Anatomical Pathology Tech (APT).
- In conjunction with the CBU manager, ensures efficient delivery of all administrative duties required by the service.
- Oversight of the departmental Training Officer who has first line responsibility for the training of staff within the department. This will include both qualified and non-qualified staff and involve rotation across the sections of the laboratory.
- To oversee and engage in recruitment, staff selection, workforce planning, appraisal and performance review.

#### 2.4 Service Planning and Finance

- To develop and implement service plans for the Cellular Pathology Laboratory, in conjunction with the department clinical lead, CBU business manager and Pathology Operations Manager
- To devise and implement cost improvement programmes.
- Ensure service operates within available resources.
- To monitor and disseminate laboratory activity and expenditure information to Pathology Operations Manager and Directors as required. Identify causes of variance and ensure the timely reporting of significant issues; devise remedial action plans where appropriate.
- To ensure maintenance and supply contracts are reviewed and negotiated to give value for money. In conjunction with CBU business manager
- To produce business cases and service plans in support of required and/or proposed developments. To ensure these are submitted in line with Trust requirements. In conjunction with CBU business manager
- Contribute towards a rolling programme of equipment replacement, upgrading and disposal, and ensure timely submission of bids for capital items. In conjunction with CBU business manager

## 2.5 Education, Research and Professional Issues

- Take overall responsibility for Histopathology trainees and training records, in conjunction with departmental training lead and Pathology Training Officer.
- To update and develop the department's training manuals and programme as required
- To ensure that professional standards of self and others under supervision are maintained.
- Participate in continuing Professional Development programmes.
- Attend suitable seminars / scientific & technical update courses as part of personal development and to further the work of the department.
- To participate in the novel research and developmental work of the department and to implement new techniques as appropriate in support of clinical activity.
- To deal with samples appropriately to assist in the provision of research trials.
- Keep abreast of scientific & technical developments in all relevant fields.
- Ensure all activities are carried out within a quality framework and meet regulatory requirements, professional standards and accepted guidelines.
- To maintain contact with relevant professional bodies
- To encourage development of staff at all levels, providing opportunities and training internally and externally
- To facilitate educational programmes for external departments and visitors to the Trust

## 2.6 Clinical Governance and Risk Management

- To take the lead in ensuring the department is centred on patient care and the patient pathway.
- To ensure supervised staff are aware of the clinical implications of the service provided to users.
- To ensure up to date and robust document control procedures are followed
- To ensure staff are aware of and comply with all Trust policies and statutory legislation.
- To ensure all incidents are reported according to departmental and Trust policies.
- Ensure the Department's quality system is maintained and developed, in conjunction with the Quality Manager and quality team.
- To ensure audits of activities are carried out to an agreed schedule
- To investigate complaints, co-ordinating and/or drafting responses and devising remedial action plans where appropriate.
- In conjunction with Pathology Operations Manager, participate in Clinical Governance monitoring for Division and contribute to the Histopathology Clinical Governance Plan.
- To promote awareness of and compliance with policy and/or guidelines for the requesting of clinical/diagnostic services.
- To ensure continued adherence to Quality Management procedures, in conjunction with the Quality Manager and Pathology Operations Manager
- To ensure the laboratory maintains accreditation in conjunction with the Quality team and departmental lead.
- To develop suitable contingency plans for Histopathology services in the event of major disruption.
- Validate the department investigations and responses relating to Human Tissues Act and ensure to maintain compliance with the HTA Consent Codes of Practice



- Respond appropriately to changes in legislation that impacts on the Histopathology service.

#### 2.7 Departmental Policies / Trust Policies / National Guidelines

- Implement and ensure compliance with an accredited Quality System in the areas of work for which the post holder carries responsibility.
- Carry out all duties in accordance with the requirements of the Health and Safety at Work Act 1974, CoSHH and other relevant Statutory Regulations, Trust and Departmental policies and rules.
- Perform other appropriate duties as required from time to time by the Pathology Operations Manager.
- To ensure compliance of the laboratory with all Divisional and Trust policies, procedures and legislation related to clinical governance, consent and best practice.
- To ensure that all policies related to personnel management within the department are disseminated, implemented and maintained.

### **3. General Data Protection Regulation**

- 3.1 You will familiarise yourself with the Trust's data protection policy which sets out its obligations under the General Data Protection Regulation and all other data protection legislation. You must comply with the Trust's data protection policy at all times and you agree that you will only access the systems, databases or networks to which you have been given authorisation. The Trust will consider a breach of its data protection policy by you to be a disciplinary matter which may lead to disciplinary action up to and including summary dismissal. You should also be aware that you could be criminally liable if you disclose personal data outside the Trust's policies and procedures. If you have any queries about your responsibilities in respect of data protection you should contact the Trust's Data Protection Officer.

### **4. Safeguarding and Wellbeing of Children and Vulnerable Adults**

- 4.1 The Trust is committed to safeguarding and promoting the welfare of children and vulnerable adults. To achieve our commitment, we will ensure continuous development and improvement of robust safeguarding processes and procedures that promote a culture of safeguarding amongst our workforce. All staff are expected to be aware of national, organisational and departmental policies and procedures on safeguarding and promotion of the wellbeing of children and vulnerable adults and should be able to communicate this to others

### **5. Health and Safety**

- 5.1 All staff are required to make positive efforts to maintain their own personal safety and that of others by taking reasonable care, carrying out requirements of the law whilst following recognised codes of practice and Trust policies on health and safety.

### **6. Customer Service Excellence**

- 6.1 All staff are required to support the Trust's commitment to developing and delivering excellent customer-focused service by treating patients, their families, friends, carers and staff with professionalism, respect and dignity.

## **7. Emergency Planning**

- 7.1 In accordance with the Trust's responsibilities under the Civil Contingencies Act 2004 all staff are required to undertake work and alternative duties as reasonably directed at variable locations in the event of and for the duration of a significant internal incident, major incident or pandemic.

## **8 Equality and Diversity Policy**

- 8.1 The Royal Marsden NHS Foundation Trust is committed to eliminating all forms of discrimination on the grounds of age, disability, gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex and sexual orientation.

## **9. No Smoking Policy**

- 9.1 There is a no smoking policy at this Trust.

## **10. Review of this Job description**

- 10.1 This job description is intended as an outline of the general areas of activity. It will be amended in the light of the changing needs of the organization.

## 11. Employee Specification

		Essential or Desirable	Standard	Measured by: Interview, Application
<b>1</b>	<b>Skills and Abilities</b>			
1.1	Articulate	E  E	Advanced communication skills in all media including e-mail and phone  Ability to lecture and facilitate learning meetings	I, A,  I, A,
1.2	Literate (written skills)  Literate (IT skills)	E  E  E	Ability to produce documents of publishable standard  Ability to use in-house IT systems  Competent in use of main Microsoft software applications	A  I, A  I, A
1.3	Numerate	E  E  E	Educational qualification in mathematics  Ability to perform complex scientific calculations & data analysis  Ability to perform statistical analysis of data & interpretation	A  I,A  I, A
1.4	Intelligent	E  E	Good judgement, analytical, critical, perceptive, eye for detail  Able to deal with advanced trouble shooting in all laboratory areas	I, R  A, I, R
<b>2</b>	<b>Personal Qualities</b>			
2.1	Ambitious	E  E  E	Evidence of proven commitment to continued personal and professional development  Enthusiasm for job and profession  Specific career plan and educational aspirations	I, A  I, A  I,A
2.2	Assertive	E  E	Authoritative in dealing with staff  Confident liaising with other areas	I,A  I,A

2.3	Leadership	E E	Proven leadership skills  Ability to motivate & influence laboratory staff	I, A  I, A
2.4	Creative	E  E  E	Decision maker, can deal with unexpected situations  Proactive, receptive to new ideas Ability to present concepts imaginatively and clearly  Ability to formulate laboratory policies	I, A,  I, A  I, A
<b>3</b>	<b>Specific Experience</b>			
3.1	Education	E D E  E D	BMS degree, HCPC registration  Chartered Scientist status  Evidence of continuing post registration study  Higher degree or equivalent  Qualification in specific area of laboratory service or expertise	I, A  I, A  I, A  I, A  I, A
3.2	Training	E  E  E D	Minimum 5 years post registration experience in relevant field(s)  Evidence of leadership/supervisory skills  Evidence of maintenance of practical skills  Mentoring skills	I, A,  I, A  I  I
3.3	Health & Safety	E  E	Full understanding of Trust and National policies    Knowledge of risk management and clinical governance issues	I,A    I,A

3.4	Work planning	E  E  D	Ability to organise rotas and work plans with a view to managing changing deadlines or situations  Ability to plan for Trust targets  Aware of NHS plans, Cancer Plan	I, A  A, I,  I
3.5	Quality management	E  E  E	Full understanding of departmental quality management, internal & external  Full understanding of accreditation standards  Ability to deal with incidents and plan follow up actions	A, I  I, A  I, A
<b>4</b>	<b>Management experience</b>			
4.1	Responsibility level	E  E	Ability to direct the provision of a cross-site laboratory service  Full understanding of relevant departmental and NHS Trust organisational and logistical issues	A, I  A, I
4.2	Financial	E  E  E	Understanding of relevant current financial issues  Ability to manage a budget and identify/deliver CIP plans	I, A  I, A  I, A
4.3	Human Resources	E  E  E	Full understanding of HR policies, issues and their management  Ability to manage change  Experience in staff recruitment and selection	I, A  I, A  A,I
<b>5</b>	<b>Clinical responsibility</b>			
5.1	Level of knowledge and understanding	E	Understanding of relationship between laboratory investigations and clinical practice	I, A

		E	Awareness of clinical significance of laboratory findings and implications for patients	I, A
5.2	Interpretational skills	E	Ability to extrapolate from basic information to advise on additional investigations to perform	I, A
		E	Ability to review anomalous / unexpected findings and take further appropriate action	I, A
5.3	Scientific advisory skills	E	Ability to provide technical and scientific advice for own discipline across Trust	I, A
		E	Ability to act as scientific lead for discipline across Trust	I, A