

Leadership in Cancer

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BHRUT



TAKING **PRIDE** IN OUR CARE

NHS
Barking, Havering and Redbridge
University Hospitals
NHS Trust

My Journey to Leadership

- Started my nurse training in Lanarkshire 1994
- Project 2000 (2nd cohort)
- Qualified in 1997 with a Diploma in Higher Education in Nursing
- 1st Staff Nurse job was in the Beatson Oncology Centre in Glasgow



Background



- September 1999 started at the Royal Marsden Foundation Trust as a Course Nurse
- Graduated in 2001 with a BSc in Cancer Nursing (2:1)
- Specialist Sister in Gynae-oncology 2003
- Commenced an MSc in Advancing Nursing Practice at Kings College, London in 2006
- Clinical Nurse Specialist in Gynae-oncology in 2006

Multi-disciplinary Care



The voice of the patient in
the cancer MDT and me, the
nurse finding my voice!

Decision Time



Leadership



- 2008 started at Barts Hospital as the Lead CNS for Gynae-oncology
- Transitioned to Lead CNS for Breast and Gynae-oncology
- 2013 promoted to Lead Nurse for Solid Cancer.

The Leadership Journey continued

- Started working at Kingston Hospital in 2014 as the Lead Cancer Nurse.



Leadership in Cancer Performance

Operational Standard	Apr-14	May-14	Jun-14	
2-week wait seen		590	645	635
2-week wait breaches		41	37	47
compliance	93.0%	93.1%	94.3%	92.6%
2-week symptomatic seen		65	56	52
2-week symptomatic breaches		8	7	8
compliance	93.0%	87.7%	87.5%	84.6%
31-day 1st treatment		77	78	71
31-day 1st treatment breach		3	2	2
compliance	96.0%	96.1%	97.4%	97.2%
31-day 2nd treatment (surgery)		11	14	14
31-day 2nd treatment breach		1	2	1
compliance	94.0%	90.9%	85.7%	92.9%
31-day 2nd treatment (drug)		5	3	4
31-day 2nd treatment breach				
compliance	98.0%	100.0 %	100.0 %	100.0 %
62-day treatment (2ww)		29.5	28	32.5
62-day breach		7	7	9
compliance	85%	76.3%	75.0%	72.3%
62-day treatment (screening)		5.5	4	3.5
62-day breach		0.5	0.5	1.5
compliance	90.0%	90.9%	87.5%	57.1%
62-day treatment (upgrade)		3.5	1	3
62-day breach		1.5		0.5
compliance	not set	57.1%	100.0 %	83.3%

Operational Standard	Nov-16	Dec-16	Jan-17	
2-week wait seen		805	788	755
2-week wait breaches		12	7	11
compliance	93.0%	98.5%	99.1%	98.5%
2-week symptomatic seen		146	150	165
2-week symptomatic breaches			1	2
compliance	93.0%	100.0 %	99.3%	98.8%
31-day 1st treatment		90	91	81
31-day 1st treatment breach			1	1
compliance	96.0%	100.0 %	98.9%	98.8%
31-day 2nd treatment (surgery)		21	17	13
31-day 2nd treatment breach				
compliance	94.0%	100.0 %	100.0 %	100.0 %
31-day 2nd treatment (drug)		13	7	16
31-day 2nd treatment breach				
compliance	98.0%	100.0 %	100.0 %	100.0 %
62-day treatment (2ww)		49.5	48.5	48
62-day breach		3	2	2.5
compliance	85%	93.9%	95.9%	94.8%
62-day treatment (screening)		3.5	2.5	6.5
62-day breach				
compliance	90.0%	100.0 %	100.0 %	100.0 %
62-day treatment (upgrade)		3	5	3.5
62-day breach				
compliance	not set	100.0 %	100.0 %	100.0 %



Success



Advanced Clinical Practice

Alberto joined Kingston Hospital in February 2016 and began training in advanced reconstruction under the supervision of Mark Soldin. He also completed a two-day course on flaps, grafts, and advanced reconstruction. After graduating with an MSc in 2017, he started independently seeing patients in two skin cancer clinics, performing dermoscopy and surgery.

Since joining Kingston, Alberto has led several nurse-led surgical sessions, focusing on head and neck surgery. Whilst the original plan to perform day surgery for flaps and grafts didn't go ahead due to a lack of space, they have since trained several Band 7 skin cancer nurses. They now have a dedicated team of four Skin Cancer Clinical Nurse Specialists (CNS) and Alberto who handle patient consultations and skin surgery.

From a research perspective, Alberto has published a couple of papers on photodynamic therapy and surgical techniques on the Journal of the American Academy of Dermatology and British Association of Plastic Surgery Journal.

At Kingston, they've developed a unique nurse-led service where the Band 7 and 8 CNSs independently assess and diagnose skin cancer. Alberto handles the surgery, and the team reviews patients with confirmed diagnoses in follow-up appointments.



- Nurse-led Breast One Stop Clinics
- Stratified follow up in breast, urology and colorectal
- Nurse-led Nasal Endoscopy Service



My style of leadership - Chief Nurse 2001

The Power of Introverted Leaders

I Insightful
N Nurturing
T Thoughtful
R Reflective
O Observant
V Visionary
E Engaged
R Reserved
T Tranquil

Introvert Ambivert Extrovert

- 1. Active Listeners**
 - Introverts listen to all perspectives before speaking.
 - And their responses are articulate & thoughtful.
 - This leads to clear & concise communication.
- 2. Thoughtful Decision-Making**
 - Introverts take time to analyze information thoroughly.
 - They weigh **pros & cons** before making decisions.
 - This results in well-informed, strategic choices.
- 3. Empathy and Emotional Intelligence**
 - Introverts are attuned to the emotions of others.
 - They can comprehend nonverbal cues and unspoken needs.
 - This allows them to lead with compassion and understanding.
- 4. Focus and Deep Work**
 - Introverts thrive in environments that allow deep concentration.
 - They can delve into complex problems and find innovative solutions.
 - This ability to focus intensely is a valuable leadership asset.
- 5. Leading by Authentic Example**
 - Introverts lead with quiet confidence and genuine integrity.
 - They walk the talk and inspire others through their actions.
 - Their authenticity earns the trust and respect of their teams.
- 6. Forming Deeper Relationships**
 - Introverts may take longer to form connections, but when they do, they are meaningful and lasting.
 - Connections are more difficult, so they invest more time in getting to know their team members individually.
- 7. Avoiding Unnecessary Meetings**
 - Introverts value focused, productive work time.
 - They are selective about meetings and ensure they have a clear purpose.
 - This respect for others' time and energy creates a more efficient work environment.
- 8. Encouraging Independent Thinking**
 - Introverts give their team members space to think & work.
 - They trust their team's abilities and avoid micromanagement.
 - This autonomy fosters creativity, innovation, and personal growth.

If you enjoyed this leadership content, download the Syllabus for Lead In 30 - the leadership development training program that transforms leaders in just 30 days: www.leadin30.com



Myers Briggs

- Introvert
- Intuition
- Feeling
- Perceiving

3 Words that describe me

- Purposeful
- Persuasive
- Encouraging



Multi-professional teamwork is essential in Cancer Care



Thank you for Listening



Did you know that the creator of Myers Briggs said that *people with your leadership profile excel in fields that deal with possibilities for people!*



Any Questions?

