

Dedicated care and support when you need it most



Chief Executive Applicant Pack

Hospice of the Good Shepherd in Chester

October 2020

HOSPICE
OF THE GOOD SHEPHERD



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Welcome



Dear Candidate

*Appointment of Chief Executive,
Hospice of the Good Shepherd,
Backford, Chester*

Thank you for your interest in the role of Chief Executive at our Hospice. I am sure you can imagine that in these exceptional times with Covid 19, you are looking to join us at a very challenging time. However, the Hospice is an amazing and vibrant place and since its opening in 1989 has been a valued part of the community, offering dedicated care and compassion when people need it the most.

We are here to help and support the people of Chester, Ellesmere Port and across West Cheshire who are affected by life limiting illnesses to ensure they enjoy the best possible quality of life

We have a team of 100 paid staff and over 350 volunteers and their dedication, professionalism and expertise makes the Hospice of the Good Shepherd what it is today. Our strong community roots and support only add to our ability to deliver first class palliative care.



Dame Cicely Saunders founder of the modern hospice movement said:

“You matter because you are you, and you matter to the end of your life. We will do all we can not only to help you die peacefully, but also to live until you die”

Here at the Hospice of the Good Shepherd our priority is to help people to live well for longer, hence the development in 2017 of our Living Well Centre, as well as ensuring our patients have peace, comfort and dignity in death we also support their families during bereavement.

[Click here to see Staff Testimonials](#)

Our Hospice is founded on inspiration, good organisation, determination and hard work. We are seeking a Chief Executive who will embrace our vision and values and continue to lead our dedicate team to build on our foundations and help us to extend our reach and to support more people within our catchment area.

Working with a committed Board of Trustees and a strong Management team, we are seeking a Chief Executive to lead us into the next exciting, yet challenging, chapter of our development. This is a critical appointment for the Hospice and an exciting opportunity for a new Chief Executive to help shape the future of the Hospice of the Good Shepherd.

Robert Mee

**Chair of the Board of Trustees
Hospice of the Good Shepherd**



"Thank you all for the amazing work you do and did for my loved one."



"I personally can't thank you enough for the care you have given to my partner and continue to give. The professionalism, compassion and sincerity towards her is something that means so much to me. Again, thank you for everything you are doing for my beautiful partner."

Outstanding, especially under the pandemic. Always tried their best under the difficult circumstance. Health & Safety to all concerned, dealt with perfectly.
(Family of Inpatient)

The family felt that we were treated with dignity and respect at all times (not only to our relative who was a patient but all family members who visited him at the Hospice).
(Family of Inpatient)

We heard nothing but great things about the hospice. We will never forget how great you are!
(Family member of Inpatient)



About The Hospice

Background

Between 1984 and 1989 the local community worked tirelessly to fundraise in order to provide a much needed hospice for the people of Western Cheshire, Chester and Ellesmere Port. The Hospice took its first patient in February 1989 and was officially opened in April 1989 by HRH Princess Diana. [Click here to see the history of the Hospice](#)

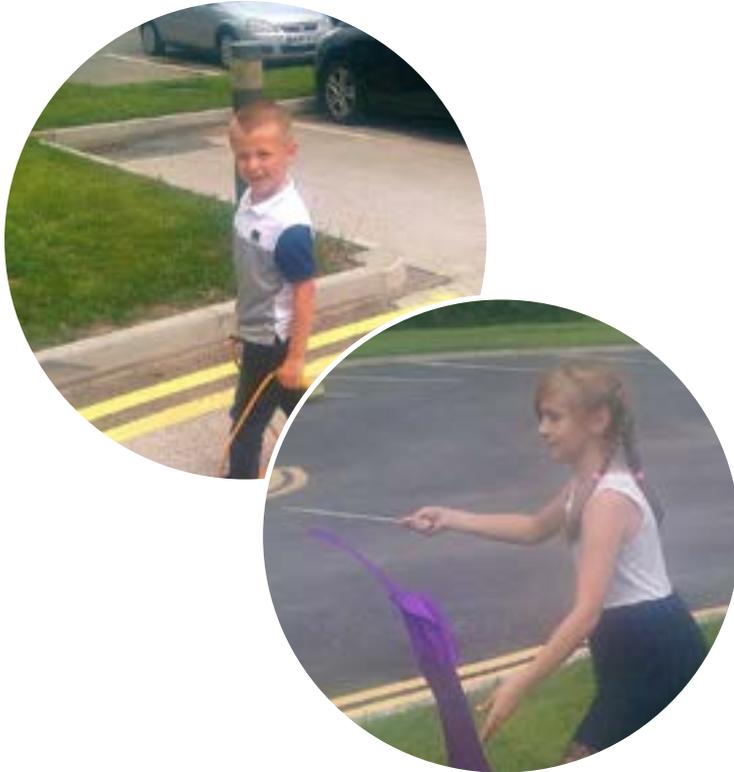
Since 1989 the Hospice has seen a number of developments and refurbishments and our Inpatient unit now supports 10 beds. During the last year the team at the Hospice has provided 184 In-patient stays delivering essential end of life palliative care and this has continued during the Coronavirus pandemic.

Our new Living Well Centre opened in January 2017 and offers dedicated space for day therapy activities including a craft room for creative activities, space for group session work, complementary therapy rooms, a consulting room for outpatient clinics and Physiotherapy and Occupational therapy facilities. During the last year there were 288 Day Therapy attendances through our Living Well Centre. 310 patients attended as out-patients for medical appointments and complementary therapies. There were 206 medical appointments attendances and 1174 complementary therapy attendances.

We also have a dedicated Bereavement Service which offered 5062 consultations providing direct counselling support to 484 members of the public. The children's Reflect Service offered 1286 consultations, of which providing direct counselling support to 166 children.

During the pandemic we have obviously had to change the way we deliver some of these services. Our team have adapted quickly and continued to deliver support via telephone and Zoom. We have a wonderful cafe area which is usually open to our local community, however is currently closed due to Coronavirus.

We have an award winning bereavement counselling service providing services to all those bereaved within Western Cheshire, with a team of staff and over 50 trained volunteers.



“Whilst I knew there was no right or wrong way to grieve what was really helpful to me was that I knew I could pick up the phone and ask one of the Reflect counsellors for advice and that the children could have more counselling if they needed it. The children could also attend a monthly group session as and when they wanted to and the 3 of us were invited to remembering days. Those days gave Alyisha and Lucas the opportunity to be with other children who’d also lost a parent, however it was in a more fun environment and it was great seeing them smile again over time.”

We also provide a children’s bereavement counselling service and we have successfully secured additional funding this year to further develop the service. During 2019 we secured funding and successfully launched our Bereavement Help Points. These are a fantastic opportunity for the community to support each other with the loss of a loved one.

It currently costs £3.8m to run the Hospice and we receive partial funding through the Cheshire CCG (24%) with the remainder being raised through our Fundraising, Retail and Lottery teams within the Income Generation department, currently we are reliant upon legacy income which averages around £500k per annum.

Our Vision, Values & Priorities

At the Hospice of the Good Shepherd, striving for excellence is at the heart of everything we do. The needs of our patients, their families and their carers always come first.

The team here at the Hospice believes that everyone in our catchment area should be able to access excellent end of life care and support.

Our Priorities

As an organisation we have a set of strategic priorities to ensure we deliver the best quality care and services needed by those who live in our catchment area. Our business plan is based upon these strategic priorities.

[Learn more about our Vision & Values](#)

HOSPICE OF THE GOOD SHEPHERD

Organisational Strategy 2019 - 2022

Our Vision

Striving For Excellence Is At The Heart Of Everything We Do

We Have Four Strategic Priorities:

Our Care



We will continue to provide high quality, safe, compassionate, person centred care across all the services we provide.

Our Culture



We will lead, grow and develop an open, engaging culture with our colleagues and service users and develop collaborative relationships with our commissioners and communities.

Our People



We aspire to be an organisation where our people have the skills, behaviours and values necessary to deliver excellent services.

Our Resources



We will strive for financial sustainability, foster innovation and achieve efficiency through continuous quality improvement.

Our Values Underpin Everything We Do:

Compassion



Dignity

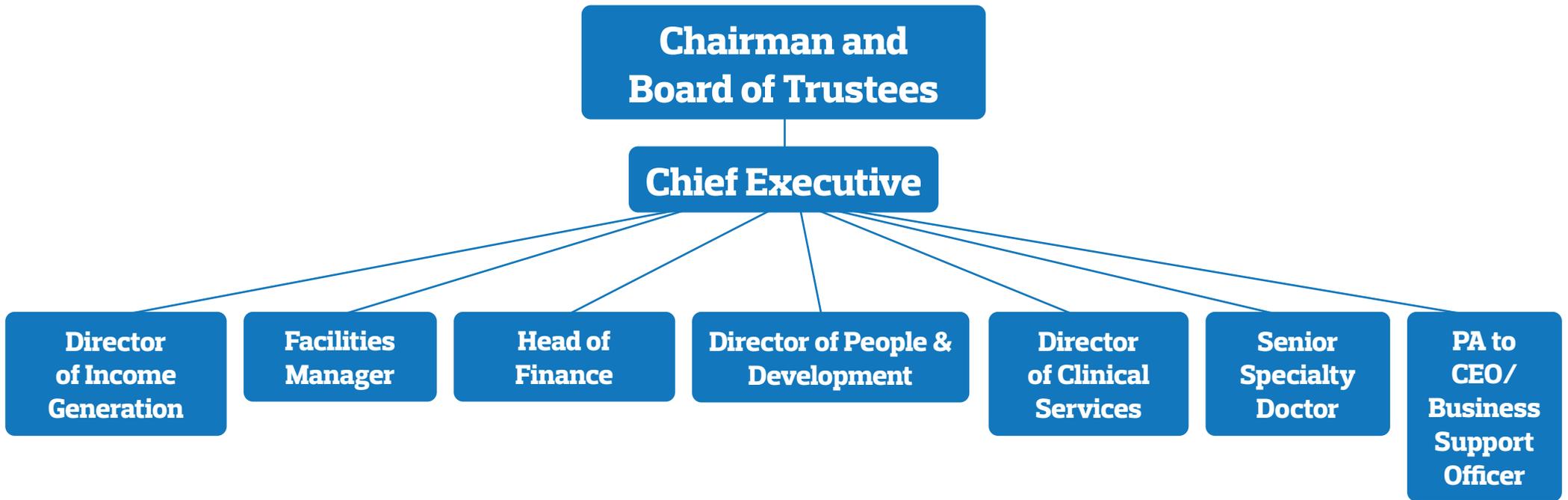


Respect



Integrity





Board of Trustees and Sub Committees

Health & Safety Committee

Chaired by: Andrew Banks

Members: -

Andrew Banks - Trustee

Officers in attendance: -

CEO
 PA to CEO/BSO - (Minutes)
 Facilities Manager
 Director of Clinical Services
 Director of Income Generation
 Bereavement Coordinator
 Director of P&D
 Head of Finance
 Moving & Handling Clinical Lead

Board of Trustees

Robert Mee - Chair
 Margaret Hopkins - Deputy Chair

Bill Benoy - Treasurer
 Stephen Britton - Trustee
 Andrew Banks - Trustee
 Gavin Eyres - Trustee
 Martin Howlett - Trustee
 Dr Isabelle Hughes - Trustee
 Mike Davies - Trustee
 Justine Watkinson - Trustee
 Dr Neil Fergusson - Trustee

Finance & Investment Committee

Chaired by: Bill Benoy

Members: -

Bill Benoy - Treasurer
 Margaret Hopkins - Trustee
 Steve Britton - Trustee

Officers in attendance: -

CEO
 Head of Finance
 PA to CEO/BSO (Minutes)

Care Committee

Chaired by: Dr Isabelle Hughes

Members: -

Dr Isabelle Hughes - Trustee
 Dr Neil Fergusson - Trustee

Officers in attendance: -

CEO
 Director of Clinical Services
 Specialty Doctor
 Quality & Improvement Manager
 Team Leader for Clinical Admin (Minutes)

P&D & Remuneration Committee

Chaired by: Steve Britton

Members: -

Steve Britton - Trustee
 Justine Watkinson - Trustee
 Bill Benoy - Treasurer

Officers in attendance: -

CEO
 Director of P&D
 P&D Officer (Minutes)

Information Governance Committee

Chaired by: Martin Howlett

Members: -

Gavin Eyres - Trustee
 Martin Howlett - Trustee/SIRO

Officers in attendance: -

PA to CEO/BSO/Information Governance Lead (Minutes)
 Director of Clinical Services (Caldicott Guardian)
 Director of Income Generation
 Director of P&D
 Head of Finance
 CEO

Income Generation Committee

Chaired by: Margaret Hopkins - Trustee

Members: -

Margaret Hopkins - Trustee
 Steve Britton - Trustee
 Mike Davies - Trustee

Officers in attendance: -

CEO
 Director of Income Generation
 Head of Finance
 PA to CEO/BSO (Minutes)

Job Role Profile

Job Title:

Chief Executive Officer

Reports to:

Chairperson - Board of Trustees

Responsible for:

All staff and volunteers

Direct reports

- Director of Clinical Services
- Director of People & Development
- Director of Income Generation
- Head of Finance
- Senior Specialty Doctor (Responsible Clinician)

Location:

Hospice of the Good Shepherd, Gordon Lane,
Backford, Chester. CH2 4DG

Salary:

c£65K

Contract:

Full time, permanent. 37.5 hours per week.

(This is the minimum requirement as the post holder will be expected to undertake some evening and weekend work representing the Hospice as required)

Governance:

The Hospice of The Good Shepherd is regulated by the Care Quality Commission for the following activities: "Treatment of Disease, Disorder or Injury" and "Diagnostic and Screening Procedures". The CEO is the Nominated Individual and is responsible for supervising the management of the regulated activity provided. The Registered Manager is currently the Director of Clinical Services. The Hospice was last inspected by the CQC in July 2016 and was rated as good overall and in all of the Key Lines of Enquiry. Link to our CQC page

<https://www.cqc.org.uk/location/1-108540000>

The Hospice of the Good Shepherd is a registered charity and is also registered at Companies House as a company limited by guarantee. As such it has no shareholders and pays no dividends. The Board of Trustees hold the charity 'in trust' and carries the ultimate responsibility for the work of the Hospice of the Good Shepherd. The Board is a talented and experienced group of local business people and community representatives with the relevant expertise to direct and oversee over mission, vision and values. The Chief Executive line-manages five direct reports and is responsible to the Board for all aspects of the charity's operation. [Click here to see members of SMT](#)

The governance structure includes regular board meetings and board of trustees subcommittees. We have suite of Key Performance Indicators and reports to ensure the Trustees are kept up-to-date. The Board of Trustees conduct 'floor to board' independent inspections of different parts of the organisation. [Click here to see the Board of Trustees](#)

Hospice of the Good Shepherd is a member of Hospice UK the national representative body for Hospices. We are represented regionally and nationally at palliative end of life care meetings.

Role Purpose:

With the Board of Trustees, to lead the Hospice in the delivery of the charity's aims and to ensure people facing a life limiting illness have high quality end of life care. As a local charity, the Hospice is inspired, built and driven by local people for local people. We have a strong ethos of team working based on our core values of Compassion, Dignity, Integrity and Respect and the leadership role of the Chief Executive is pivotal to the motivation of our team of both paid and volunteer staff.

The Hospice of the Good Shepherd is at the heart of the local community and held in high regard. It is the responsibility of the Chief Executive to maintain and enhance that reputation which is vital to the charity's success.

Job Summary:

To provide strategic and operational leadership at local, regional and national level to ensure that the Hospice of the Good Shepherd meets its objectives within the strategic and governance framework set by the Board of Trustees.

To develop and implement policies and plans which guide and drive effective running of the Hospice of the Good Shepherd.

To keep up to date with developments in palliative and end of life care and the wider healthcare context in order to provide appropriate guidance to the Trustees to enable them to make informed decisions about the future development of Hospice services.

Key Responsibilities:

Working with the Trustee Board

1. To advise the Board on strategy and policy formulation and to implement Board decisions including the preparation of a 3-5 year Strategy Plan and the annual Business Plan in consultation with the Senior Management Team and Board of Trustees in order to guide the organisation in achieving its objectives and meet the needs of the Hospice.
2. To work closely with the Board of Trustees, ensuring appropriate advice is provided on professional, clinical and healthcare issues and ensuring clarity about the Hospice's mission and direction at all levels of the organisation and within the wider health community.
3. To keep the Board of Trustees informed about all aspects of the service through regular meetings and to ensure that they receive relevant information to enable them to carry out their governance responsibilities in a timely and appropriate manner.
4. As agreed with the Chair, develop policy proposals for Board discussion and present to the Board relevant papers and monthly reports to enable the Board to effectively monitor performance against the annual plan. Ensure appropriate presentation and reporting on the progress of the organisation and on all matters relevant to the discharge of its responsibilities.
5. Support the Chair in ensuring the continued engagement/involvement of all members of the board.
6. In consultation with the Chair, monitor and advise on the composition of the Trustee Board, its Committees and the process of self-assessment and development.
7. With the Chair to take responsibility for ensuring that new Board members are given appropriate induction and that all members are enabled to visit the Hospices and have sufficient information to enable them to carry out their task of governance.

8. In consultation with the Chair ensure an annual calendar of meetings of the Board and its principal committees is in place.

Leading and managing the organisation

1. To manage the organisation effectively maintaining current services and ensuring that they achieve high standards of quality with the objective of maintaining and enhancing the reputation of the organisation with donors, service users, health & social care professionals, educational and compliance with government bodies where appropriate.
2. Provide effective leadership and line management support to the Senior Management Team (SMT) taking into account their views and recommendations as appropriate to ensure the best interests of the organisation are at the centre of all decision making and ensuring that performance reviews and SMT meetings are regular and effective.
3. Ensure that competent and appropriately trained managers and staff are employed to provide services, and to ensure that appropriate arrangements are made for training and professional development, which meets the needs of the Hospice of the Good Shepherd and the requirements of external regulators.
4. Provide leadership and direction to the Hospice staff and volunteers to maximise their personal contribution and engagement with the Hospice.
5. Provide direction in order to ensure the provision of the highest standards of specialist palliative care and safeguarding for patients and service users and education in palliative and end of life care, in accordance with the Hospice's priorities.
6. Provide direction in order to develop income generation strategies to maintain and enhance the level of funding from existing sources and develop new funding streams to maximise opportunities for income generation.
7. Ensure the organisation remains responsive to the needs of its service users and trustees and can demonstrate the value of the services provided and the impact of its work.
8. Ensure that services are provided in accordance with contracts with service commissioners and that effective working relationships are maintained with those commissioners including attendance at any reviews.
9. Ensure that central support services - e.g. finance, people & development, administration, facilities, health and safety and IT - are effectively managed and remain compliant and up to date with relevant legislation.
10. Ensure that the Hospice has the appropriate policies, procedures, systems and processes in place and that programmes and activities are monitored and implemented effectively.



11. Define with the SMT and secure the appropriate resources (human, material and financial) needed to operate effectively.
12. Identify all potential risks, strategic and operational, facing the organisation ensuring that they are ranked accordingly to their likely frequency and impact, with an indication as to whether the identified risk is within the organisation's agreed risk appetite.
13. Ensure that estates are effectively managed in line with Health & Safety legislation and requirements.

Promotion of the Hospice

1. To promote and represent the Hospice of the Good Shepherd and to establish effective working relationships with donors and partners; locally, regionally and nationally to expand and promote the work of the Hospice
2. Represent Hospice networks and maintain effective relationships and networks with principal supporters, service users, partners and stakeholders.
3. Lead Hospice policy and advocacy activities including maintaining and developing relationships with relevant bodies including the Cheshire and Wirral Partnership (CWP), End of Life Partnership, Clinical Commissioning Group (CCG), Countess of Chester Hospital, Western Cheshire Council Community Service, Government departments and regulators and with other significant decision makers.
4. Represent the Hospice in the press and public appearances when required.



Financial

1. To ensure that the organisation's financial stability is maintained and enhanced. Have overall responsibility for the financial management of the Hospice, including preparation of budgets for agreement by the Trustees and ensuring that the regular income level is maintained and expenditure controlled in line with budgets, and that potential risks are identified and managed accordingly.
2. Ensure that operating budgets are prepared for approval by the Board, which will allow for adequately funded services and enable sufficient surplus to be generated to meet the targets agreed by the Board.
3. Ensure that effective financial control is exercised and monthly financial reporting to the Board, actual to budget across the following areas, is delivered... • Budget to date • Expenditure to date • Variance report • Forecasts • Cashflow statement • Investments and bank balances.

4. To determine staff salaries, benefits and terms and conditions of service within the powers delegated by the Board and to ratify at People and Development Committee and Board if required those for the Senior Management Team.
5. To take responsibility for the subsidiary companies Hospice of the Good Shepherd Promotions Company (Trading) Ltd and the Lottery. To be one of our named responsible officers registered with the gambling commission for the legal operation of our Hospice Lottery.
6. To ensure that a robust investment policy is in place.

Person Specification

Essential Skills and Abilities

- Evidence of strategic thinking and vision, with the ability to analyse complex concept and information.
- Proven leadership qualities and change management abilities with the capacity to direct and support the organisation to achieve its objectives through an inclusive management style.
- Ability to identify, measure and manage risk exposure within the organisation, taking action as appropriate in order to ensure delivery of the organisations strategic aims and objectives.
- Effective time management and high level project management, with the ability to establish and maintain priorities and achieve results.
- Ability to achieve financial savings and manage budgets and resources efficiently and to provide services within a challenging financial environment.
- The ability to raise and maintain the profile of the Hospice and its aims and objectives, making representation at senior levels in a creative, courteous and shrewd manner.
- Integrity, versatility, flexibility and sensitivity to ethical issues in grant-procurement and commitment to equal opportunity in all matters.

Desirable Skills and Abilities

- Experience of working with and the ability to develop a positive, robust relationship with a board.
- An understanding of the adult hospice sector in the UK or the commercial management of relevant health/care or public services would be helpful.
- Recent personal experience and understanding of volunteering or managing a charity.
- The ability to broaden the income base and experience of successful fundraising within the private/voluntary sector.

Qualifications

- Ideally educated to degree level or equivalent.

Essential Experience

- Proven track record of leadership and management with significant line management experience of running a business at operational or board level.
- Experience of strategic planning and producing and implementing business plans.
- High Level and effective people skills.

Terms & Conditions Of Service

Title: Chief Executive

Reporting to: Chair of the Board

Location: Hospice of the Good Shepherd, Gordon Lane, Backford Chester CH2 4DL

Job status: Permanent

Salary: c£65k

Hours and days of work: Full time, 37.5 hours per week.

The post holder may need to undertake additional hours as necessary in order to fulfil the responsibilities of the post

Payment of salary: The successful candidate's salary will be paid monthly direct into his/her bank/building society account and he/she will be required to open an account if such facility is not currently in operation

Pension: Contributory Hospice Pension scheme in operation. Contribution rates will vary depending on pensionable pay.

Notice period: 3 Months

Annual leave: 36 days per annum inclusive of bank holidays

Onsite parking (free)

Preemployment checks: All appointments are subject to verification of qualifications, medical assessment, and the receipt of satisfactory references.

This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975 and therefore a Disclosure and Barring check will be required.

Application and selection process

For an informal discussion about the role, please contact Laura Smith, People and Development Manager on 01244 566713 to arrange an appointment.

Application is by way of application form (which can be found on the [Hospice Website](#)) and a Supporting Statement, which should concentrate on your motivations and evidencing how your experience and skills meet the requirements. As a general guide your Supporting Statement should be around 1,000 words or two sides of A4.

Closing date: 3pm Sunday 25th October 2020

For an informal discussion about the role, please contact Laura Smith, People and Development Manager at laura.smith@hospicegs.com to arrange an appointment.

All interviews will be held at Hospice of the Good Shepherd, Gordon Lane, Backford Chester CH2 4DL.

Equal Opportunities

We encourage an environment which is inclusive to all and free from discrimination. We promote equality of opportunity for all with the right mix of talent, skills and potential, and welcome applications from a wide range of candidates. We select all candidates for interview based on skills, qualifications and experience

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to any aspect of the selection process, e.g. attending interview, completing online exercise. Any requests will not be taken into account in the selection process. Please let us know if you would like to receive this information in a different format.

[**Click here to Apply**](#)

[**Click here see the benefits of working for the Hospice**](#)