

**TYNEDALE
HOSPICE
AT HOME**



**Information Pack for
Position of Chief Executive Officer
Tynedale Hospice at Home
January 2024**

Thank you for reading this information pack for the position of Chief Executive Officer of Tynedale Hospice at Home.

Tynedale Hospice at Home is a well-established charity of 30 years. It is dedicated to providing high quality end of life care and support to those living in our catchment area. Our services include the provision of Nursing Care, Family Bereavement Support to all ages, Complementary Therapies and Hospital Transport. We serve a community of around 70,000 people living in the areas of West Northumberland, Tynedale and Ponteland.

We do not operate a hospice with inpatient beds. A team of registered nurses and hospice support workers offer a 24/7 service to those who have chosen to die at home. Our modern premises house an integrated team of staff covering care, administrative, financial, fundraising, human resources, volunteering, media & communications and retail functions all supporting the services we offer. In addition, the Charity is well supported by more than 250 volunteers working across all areas.

The Board and staff have a clear strategic vision of the future of the Charity and are aware of its need to remain focused on continuing its work. There are undoubtedly many opportunities for growth but these have to be balanced against financial resources, the continuing uncertainty about the shape of healthcare provision and the requirements of external regulatory authorities.

The following pack contains more information about Tynedale Hospice at Home and how to apply.

Thank you for your interest.

Regards

John Harrison

Chair of Trustees



Job Description

Job Title:	Chief Executive Officer
Reports To:	Board of Trustees
Line Manager:	Chair
Hours:	37.5 hours per week
Salary Range:	£60k to £80k
Location:	Based at the office in Hexham, Northumberland

Role Description for CEO

The CEO is the accountable strategic lead for all Hospice activities and is responsible for ensuring the sustainable provision of needs-led Hospice services to the designated community(ies).

Job Purpose

The effective and efficient operational management, performance and delivery of high quality care services and other activities, leading staff teams and supporting donors, stakeholders and volunteers in best practice within the professional, commissioned and regulated Hospice charity environment and strengthening Tynedale Hospice at Home's financial security and future development in the local and wider NE community.

Introduction

Tynedale Hospice at Home was established in 1993. The aims and objectives set out in the Articles of Association remain the key drivers for the Board: our mission is focused on enabling all those impacted by life limiting illness, or death, to live and die well. Our vision aims to ensure everyone in our community can die where they choose and all those affected by life limiting illness, or death, receive the support they need.

We are a hospice without beds, as patients are treated in their homes meaning our service levels are not restricted by bed space and we do not have a care focused building to sustain under this model. Our services are integrated into the wider palliative care network in our catchment, working with GPs, social workers, schools, community NHS teams and other professionals providing a vital link in our community's healthcare provision.

Regulation of our activity comes from a variety of sources, in addition to compliance with generic legislation such as employment law, DBS, GDPR and Health and Safety. The Hospice carries statutory obligations as a registered Hospice at Home service with the Care Quality Commission (CQC). The Charity Commission and company law impose requirements of effective financial management and good governance. We also have to discharge our responsibilities in meeting the targets outlined in the Service Level Agreement (SLA) with the Northumbria Healthcare NHS Foundation Trust.

The Hospice operates from modern open plan offices in Beaufront Business Park, Hexham with on-site car parking. We occupy five retail premises - three in Hexham, including a furniture store, one in Ponteland and one in Prudhoe. All property occupied by the Hospice is held on lease.

Much has been achieved in the drive for delivering outstanding quality in all our services and professionalism in our operational management, compliance, risk management, audit systems, leadership and our role in the wider Hospice community but the step change is not complete or fully matured.

Clinical activity has increased in 2022/23 compared to previous years in Nursing services, Family support services and Transport. Two new services have been established in 2022/23, Complementary Therapy and Counselling services, delivered in a variety of locations including GP practices and in our first Wellbeing Hub in Corbridge.

We continue to develop and improve the quality of services we offer to enhance the development of palliative care in West Northumberland in compliance with the Health and Care Act 2022 and CQC Regulatory requirements. With annual expenditure of approximately £1.6M, less than 5% of our funding comes from the NHS, the remainder must be raised annually from significant community support, funding from trusts, grants, legacies and our retail operations.



Leading & Managing the Hospice

The Chief Executive is:

Responsible and accountable for strategic leadership and delivery of all functions of the Hospice's patient/client centred care, income generation, voluntary and operational activities, satisfying the charity's and Board's objectives and in compliance with its obligations.

Accountable for efficient, analytical and robust financial management, meet challenging financial targets: responsible and accountable for the setting and effective management of the budget and financial reporting to the Board.

Accountable for overseeing the development and implementation of the fundraising strategy and activities to resource our required income level.

Accountable for ensuring all staff, workers and volunteers have a clear understanding of and share in the Hospice's vision, values and behaviours and are aware of policies, and policy changes. Encourage a culture of continuous improvement and mutual cooperation.

Responsible and accountable for the line management of Department Leads, providing leadership, effective motivation, and support to all staff and workers helping them achieve in their own roles in a professional and team focused way: ensuring a framework for their personal wellbeing, development and training needs. Provide a healthy and safe working environment.

Accountable for leading the relationships with our large body of valued volunteers, ensuring a robust framework of volunteer support, mandatory training and polices is provided by the Hospice, and for development of volunteer roles.

Accountable for ensuring , electronic resources and all recording systems are appropriate to safeguard our operations, staff, workers, volunteers and property and meet GDPR requirements: to include stock and equipment, property, dedicated IT programmes, financial and electronic security.

Responsible for supporting the Chair and Vice Chair(s) with the recruitment and selection of Board approved posts.

Accountable for:

- relationships and communications within and between departments,
- ensuring completion of appraisals and pay reviews;
- development, implementation and compliance of approved employment policies and procedures.

To collate, analyse and interpret relevant information from a variety of sources, develop options culminating in selection of effective action plans to resolve particular issues or introduce service change

To ensure regular audits of operational activity to drive forward a quality framework and good governance and deliver compliance with constitutional, regulatory and legal obligations.

Working with the Board of Trustees

To fully and regularly report to Hospice Board, Committees, and Chair/Vice Chair(s) as appropriate, ensuring that the Board is fully aware of strategic and day to day operational issues which may affect the performance and risk management of the Hospice, and advise and implement appropriate risk mitigation.

To be strategically aware of and responsive to the evolving business and care environment in which the Hospice operates, to work with the Board to develop optimal mid - long term operational and strategic plans underpinned by sound resource planning.

To implement the agreed decisions of the Board in a timely and appropriately managed manner.

To assess and advise the Board on fulfilling roles and responses appropriate for Tynedale Hospice at Home in developing collaboration with other Hospices, in particular with the Hospice Care North Northumbria (with whom we have signed a collaboration agreement) and other Hospices in the North East and Cumbria.

Service Delivery

Accountable for overseeing the delivery of clinical governance, that all the necessary policies and procedures are followed achieving high quality patient centred care and encouraging the effective and efficient use of resources.

To hold the role of Nominated Individual with the Care Quality Commission (CQC), working with the Registered Manager to ensure compliance with all CQC standards and service inspections in order to deliver the highest possible standards of clinical care and maximum efficiency.

Accountable for working with other agencies, Hospices, stakeholders and commissioners in the furtherance of the aims and objectives of the Hospice.

Accountable for ensuring that appropriate audits/ surveys of services are undertaken, and outcomes responded to in order to facilitate improvements to services.

Promoting the Charity

To embrace knowledge of the service area and its communities, promote good communications, use all methods and opportunities to ensure that the work of the Hospice is known and valued, and to seek out opportunities for furthering its strength and reputation locally, regionally and wider.

To develop and maintain personal contacts with key individual donors and trusts who support our charity

To communicate appropriately with individuals, groups both inside and outside of the charity and media and public: the information may be complex or highly sensitive.

Any other delegated responsibilities from the Board that may evolve.







Mission

Enable all those impacted by life limiting illness, or death, to live and die well.



Vision

Everyone in our community can die where they choose and all those affected by life limiting illness, or death, receive the support they need.



Values

- Caring and Compassionate
- Collaborative and Innovative
- Inclusive and Community Focussed
- Accountable and Trustworthy
- Positive and Can Do



Services

The Hospice was inspected in June of 2022 and rated 'good' on all aspects. The CQC reported that "staff treated patients with compassion and kindness, respecting privacy and dignity and took account of individual needs. Relatives of patients cared for by the services informed us that staff were consistently caring and supportive and spoke particularly of the time the staff took to provide the care that was needed and the respectful and compassionate approach demonstrated throughout the Hospice At Home Care Team."

Nursing Care

Tynedale Hospice at Home employs a nursing team comprising 16 Registered Nurses (RNs) and 4 Hospice Support Workers (HSWs). Our Head of Care leads the services and is supported by 2 Deputy Heads of Care for Nursing and Family Support services.

We continue to recruit more RNs and support staff to meet the increased demand for our services. All our staff are competent in Palliative and End of Life Care and complete regular education programmes appraisals and supervision as required by the Nursing and Midwifery Council (NMC).

Care is available to adults on the palliative care register and who are patients of any of the 12 GP practices within the West Northumberland locality of the North East and North Cumbria Integrated Care Partnership. We work closely with all palliative primary and secondary providers in the area. The patients are referred by Community Matrons, District Nurses, Macmillan Nurses, General Practitioners and other care professionals and occasionally self-refer. Care is primarily directed to those at end of life and can be provided in the home or place of residence.

This service, at end of life, is available on a 24/7 basis and all of our services are free of charge to those who need them.

During 2022/23 we provided care for...



248 adults,
in their own homes, delivering...



2,800 hours of
direct patient care during the
day, at night and at weekends.

Comparative statistics to previous year are shown below:

	2021/22	2022/23
Number of patients supported	215	248
Hours of care provision	2630	2838
Number of transport journeys	318	398
Family support adult new referrals	77	120
Family support child new referrals	37	72

We provided nursing care to more patients in 2022/23 compared to the previous year. Eligibility criteria for our services are reviewed regularly and, as a result, we are now able to provide increased hours of “day respite” and have extended our service to provide support throughout the evening period until the “night shift” commences.

We are registered with the CQC to provide the following regulated activity:

- Treatment of disease, disorder or injury

Transport

This discreet service is operated by volunteer drivers, using their own vehicles and supporting clients to attend hospital appointments for treatment directly related to their life limiting condition.

Family Support Services

Family Support Services includes Adult Bereavement, Child Bereavement and Family Pre Bereavement Services

The Family Support Service is an active listening service, provided by both fully trained professionals and trained volunteers. It is available to anyone who lives in our catchment area who may be referred by their Primary Health Care Team, the Macmillan service, Oncology Service or they may self-refer.

The Hospice was awarded a Children in Need grant of £90,000 over three years in 2021, this grant funds the salary of our Family Support Practitioners and services for bereaved children such as Forest Schools, creating memory boxes and group activities.

Two further grants have been awarded to the Hospice. In 2023 we received a grant of £40,000 from Hospice UK/ St James Place to fund our Psychotherapeutic Counselling service. We implemented this service in February 2023. In July 2023 we were awarded a grant of £17,000 from the Benefact Trust to support pre and post bereaved children in groups and with individuals in creative and Christian activities to assist children coping with loss.

Staffing

Our Chief Executive Officer (CEO) is supported by a Senior Management Team (SMT) covering Care, Community/ Income Generation and Finance/Administration with external HR support.

Our employed staff are extremely well supported by a team of volunteers who work in diverse roles throughout the organisation providing help on both an ongoing and ad hoc basis.

During 2022/23 over 250 volunteers willingly gave 19,000 hours of their time, across our services, in our shops and at fundraising events. The financial value of this support has been calculated at approximately £200,000. Without the continued support of volunteers we would be unable to provide our services.



Finance

All of our services are provided free of charge; Tynedale Hospice at Home receives minimal core funding, £70k per annum, from Northumbria Healthcare NHS Foundation Trust to support our Nursing Services.

The Hospice generates over £1.6M of income, of which 95% has to be raised annually by ourselves, much of it locally. There can be no room for complacency and each year it remains a stretch target.

Our retail outlets generate over £850,000 per annum and other income is raised across a broad range of fundraising initiatives including community, corporate, philanthropic, incentivized, trust and grants funding streams. All activities are carefully planned and supported by departmental budgets which feed into the organisational budget and strategy.

Copies of our latest audited accounts (2022-23) can be found on the Charity Commission website at: www.gov.uk/government/organisations/charity-commission and more information is available from the Chair on request.

Income Generation/ Comms and Marketing

During 2022/23, fundraising staff have maximised corporate sponsorship and partnership opportunities as well as arranging our 30th Anniversary Ball, alongside increased growth in digital fundraising initiatives. The team continue to grow our presence in the community, maximising PR opportunities and have significantly increased engagement across social media. As we continue to grow and enhance our fundraising operation, we recognise the investment needed in digital activity.

Retail

The Hospice occupies five retail premises, three in Hexham, one in Ponteland and one in Prudhoe. Our Retail Operations Manager is supported by a Deputy Retail Operations Manager with the shops being individually managed by Shop Managers supported by Supervisors and volunteers, working on a rota system.



Strategic plan

Our existing strategic plan runs from April 2023 until March 2026 with four strategic priorities:



Everyone matters
people are at our core



More services for more people
we want to grow our offer and reach across our community



We are the charity and provider
across our community



Exemplar services
we want to provide services at the very highest standards

The Board delegates administration through a number of committees, each one led by a trustee and each having specific terms of reference. From time to time, the Board may identify a need for a sub-group of trustees, working with the CEO, to research a special project lying across the Committee structure, and reporting the Board.

There are four committees with clear terms of reference and delegated powers:



Care



Finance



Community



Governance

The CEO as well as staff, volunteers, stakeholders, and persons with specialist skills are invited to Board and committee meetings as appropriate. Each committee meets normally every 12 weeks. The CEO is responsible for escalating Board and committee decisions to appropriate staff, respecting confidentiality of discussions, which are relevant to their roles and responsibilities.

Governance

Our Charity Number is 1034170 and Company Registration Number is 2870776.

Tynedale Hospice at Home is a company limited by guarantee and a registered charity, governed by its Articles of Association. The directors of the company are also charity trustees for the purposes of charity law.

In the event of the Charity being wound up trustees would be required to contribute an amount not exceeding £1.

The Board is currently made up of 7 persons, plus the Chair, and 2 Vice Chairs. Trustees offer a mix of business, professional and clinical health skills.

The CEO and an SMT member attend all Board meetings. The Board meets every 3 months as a minimum, with the CEO giving Hospice-wide operational and strategy report to every Board meeting. In addition, there are several committees that meet on a regular basis.

Trustees are elected to serve for a period of 3 years, after which they must be re-appointed.

The Board is primarily concerned with strategic direction, maximising benefits to our beneficiaries, policy and financial management including:

- Governance matters.
- Core strategies and policies and changes to them.
- Financial /legal/contractual commitments and/or obligations entered into by the Hospice.
- All matters identified in the risk register, specifically those that may have a high likelihood and impact.
- Effective, efficient and economic use of the Hospice's resources including approval of expenditure above any delegated threshold.
- Ensuring the hospice is a going concern, solvency, financial sustainability and the keeping of financial records.



Criteria

Qualifications and Training

Essential - Requirements necessary for safe and effective performance in the job

- Degree level education or equivalent. Evidence of continuing professional development in a relevant area to the role.

Desirable - Where available, elements that contribute to the improved/immediate performance of the job

- Evidence of post graduate education in relevant subject e.g. management or clinical.
- Professional qualification / membership of a professional body relevant to the role.

Experience and knowledge

Essential - Requirements necessary for safe and effective performance in the job

- Successful and effective leader and staff manager, with sensitivity, who demonstrates collective and flexible leadership and working style to meet organisational needs.
- Successful and recent experience of leading and managing transformational change.
- Demonstrate experience of business planning, financial management, auditing, monitoring and encouraging best practices to improve quality and cost effectiveness within a regulated, multi-faceted environment.
- Experience of successful service marketing, managing client relationships and collaborative working with key stakeholders.
- A visible figurehead externally with a strong presence and profile.

Experience and knowledge (continued)

Desirable - Where available, elements that contribute to the improved/immediate performance of the job

- Management experience gained in more than one sector: private, public or third sector.
- Experience of volunteering and leading a team of volunteers.
- Experience of working with non-executive Directors and/or Board of Trustee.
- Experience of maximising income potential and actual receipts from a variety of sources and engaging with donor relationships.
- Good understanding of current and emerging issues for health / palliative care services and commissioning.
- Good understanding of the third sector and hospice sector and the future landscape for health and social care.
- Experience of working within a regulatory framework such as CQC.

Skills

Essential - Requirements necessary for safe and effective performance in the job

- Able to collate, analyse evidence and interpret information from a variety of sources, including financial data, and develop options and determine best actions where there may be conflicting priorities.
- Able to make sound reasoned balanced judgements and understanding their consequences in complex multi factorial situations.

Criteria (Continued)

Personal effectiveness and behaviours

Essential - Requirements necessary for safe and effective performance in the job

- Produces work of a consistently high standard to frequently tight deadlines to prioritise and organise their work load accordingly.
- Energetic, self-motivating and able to demonstrate an experience of motivating people.
- Aligned to Hospice's core mission, values and behaviours. Clear commitment to the provision of high quality end of life care and family support in West Northumberland.
- Resilient, acts with integrity, respects confidentiality, deals constructively with criticisms and is professional at all times.

Driving licence

Essential - Requirements necessary for safe and effective performance in the job

- Holds a full driving licence with access to a vehicle.

Communication skills

Essential - Requirements necessary for safe and effective performance in the job

- Exceptional interpersonal skills, excellent report writing skills and able to communicate appropriately with a wide range of individuals and groups internally and externally.
- Able to provide accurate high quality and timely reporting and performance information, communications and presentations.
- Able to delegate with effective oversight to achieve results.
- Able to influence, challenge to promote organisation, maintain and develop networks.

tynealehospice.com



TYNEALE
HOSPICE
TOMBOLA

Apply

We are committed to equality, diversity and inclusion, and we welcome applications from all sections of the community.

If you think this could be the exciting opportunity that you are seeking, please contact Peter Neal for more information.

Applications with CV should also be submitted by email to Peter: peter@theexperiencebank.co.uk



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