



Candidate brief
for the position
of **Director of
Services**

Introduction letter by Tim Willis, Chair of Trustees

Thank you for expressing an interest in joining our team at Prospect Hospice.

Prospect Hospice is a highly respected local charity with deep roots in the community which it has served for 38 years. Prospect Hospice provides a wide range of care and support to people with life limiting illnesses and their families. In the last year 2,673 patients were cared for across all of our services and our team now comprises more than 200 staff (FTE) and over 850 volunteers.



The services are leading edge; enabling people to access the support and care they need to live well for as long as possible and die with dignity in the place of their choice. Like most Hospices we rely on the income generated from our extensive fundraising activities and network of charity shops for the majority of our funding, generating over £5.3M last year, (added to £2.1M we receive from the local CCG) and this will need to continue to grow as we seek to extend our service to support even more people.

Prospect Hospice published a new, five-year strategic plan in 2017, focused on a vision of:
Excellent, personalised and compassionate care for everyone affected by a life-limiting illness

We've agreed **three key strategic themes** that will inform and drive our work over the next 5 years:

- We will provide excellent services and support within the hospice and our community to meet the needs of all patients, their families and carers
- As the lead organisation in palliative and end-of-life care, we will extend our influence across the community to improve understanding and support for everyone affected by a life-limiting illness
- We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.

Prospect Hospice is the only provider of specialist palliative care services in Swindon, Marlborough and north east Wiltshire. We offer Inpatient and Day Therapy services and Community support and advice, as well as Prospect@Home, our hospice at home service in the area.

We are now looking for a Director of Services who will lead our services for patients and the people closest to them. Now is an exciting time to join the leadership team at Prospect Hospice in this vitally important role and to make a major contribution towards the implementation of our far-reaching strategy by driving a programme of change, offering strong leadership for an experienced team and developing our services to meet the anticipated growth in demand in future years.

Potential candidates interested in the role can contact me for an informal discussion.

I look forward to hearing from you.

Tim Willis
Chair of the Board of Trustees
Prospect Hospice

Organisational overview

About Prospect Hospice

Prospect Hospice is a registered charity and company limited by guarantee, founded in 1980 by the Reverend Derryck Evans, then the chaplain at Swindon's hospital, who was inspired by Dame Cicely Saunders vision and work at St Christopher's Hospice in South London. Prospect Hospice provides free palliative care and support for patients and their families living with end-of life care needs, for a community of more than 300,000 people.

Care is based on the simple idea that patients are ordinary people living with physical, social, emotional and spiritual needs. The Hospice provides enormous support to families and friends, caring for the patients and all those around them. Last year we cared for almost 2,276 patients and 4,678 family members and we were proud to have been rated 'Good' by the Care Quality Commission (CQC) in 2016 during their last full inspection. In the most recent survey of patients and their families, 95 percent of respondents told us that they were satisfied with the care that they received from Prospect Hospice, and 96 percent told us that they would recommend our services and their families.

What we do at Prospect Hospice

Prospect Hospice provides a wide range of services including an Inpatient Unit in the village of Wroughton, just outside Swindon. The Inpatient Unit is currently configured for 12 patients. Additionally, we offer our Prospect@Home service, a community-based nurse specialist team providing support and advice to patients and other providers, and a Family Support and Bereavement Service.

Our team of community-based nurse specialists work closely with local GPs, district nurses and other healthcare professionals, and are available to give advice and support for patients and their families and to refer them to services to match their needs. We also have a consultant-led medical team that works in all patient settings, and an education service which is also offered to healthcare professionals in the area.

To be able to provide our free care we need to raise around £6M each year, with £4M million of through from charitable sources, including from our 16 charity located across the community we serve. We have a fully trained team of volunteers who support our specialist clinical teams, ensuring that patients and their families receive the best possible care. Many more volunteers support our fundraising, shops and administration, including in our finance department.



Our Vision

Excellent, personalised and compassionate care for everyone affected by a life-limiting illness.

Our Values

Our values apply in every setting – between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. They are Compassionate, Inclusive, Honest and Respect.

Our Strategy

Some of the key reasons why we need this compelling vision and ambitious strategy are:

We know that there are more people from our community who we could support through our services, particularly in community groups who have previously been under-represented in our patient group.

An increasingly frail population, with over 40 % of over 65s living alone.

A growing population of around 300,000 in Swindon and north Wiltshire, with an expected increase of 10 per cent in the years ahead.

As a result, our key strategic themes are:

- **We will provide excellent services and support within the hospice and our community to meet the growing needs of all patients, their families and carers**
- **We will extend our influence across the community to improve understanding and support for everyone affected by life-limiting illness**
- **We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.**

About our area

Prospect Hospice serves the towns of Swindon, Marlborough and north Wiltshire, which encompasses towns and villages including Highworth, Pewsey and Royal Wootton Bassett.

Our services and main activities are delivered from the hospice in Wroughton, a village just outside Swindon, and we also offer outpatient services from our Wellbeing Centre, based at the Savernake Hospital in Marlborough.

Swindon is the biggest town within our area of care and was historically a town with a rich industrial heritage based on its development as a primary manufacturing town for Isambard Kingdom Brunel's Great Western Railway.



Its railway heritage is reflected in its excellent transport links to London, Bristol and Cardiff, while Bath, Oxford and the picturesque Cotswolds are all within easy range. The headquarters of Nationwide Building Society and the National Trust are both in the town.

Marlborough, the second largest of the towns in our area, is renowned for its Neolithic heritage, reflected in nearby landmarks such as Avebury stone circle and Silbury Hill. The town itself is notable for its charming, wide High Street, lined with shops, cafes, restaurants and pubs, and is popular as a tourist destination throughout the year.



About the role

We are looking to recruit a new full time Director of Services and as part of our Senior Leadership Team, the post holder will have significant influence and responsibility for the organisation's strategic direction, working alongside a Medical Director and the wider team to ensure that the best interests of our patients and their families are at the heart of our strategy.

Job Description

1. Post Title - Director of Services

Responsible to: Chief Executive Officer

Responsible for: Clinical Service Delivery

Accountability: Registered Manager

Grade: 8D

2. Main purpose and scope

The Director of Services will fulfil a leadership and ambassadorial role within Prospect Hospice, external agencies and the general public. The prime purpose is to lead the Clinical Operational Management across all Prospect Hospice Services.

A key element will be to develop new models of care for end of life and support together with commissioners and partners, continually improving and transforming services according to the changing commissioning environment and developments in clinical practice.

Line Manager responsibility for all clinical leads roles across the Prospect Hospice's Services.

3. Role requirements

Responsibilities will include but will not be restricted to:

- To ensure that Prospect Hospice is recognised as a leading provider of quality, safe service provision for palliative care and end of life care.
- To provide leadership to clinical staff and support teams.
- To attend and participate in Prospect Hospice trustee meetings and required sub-committee meetings.
- To ensure that Prospect Trustees are fully cognisant of performance and risks of operational performance.
- To contribute to the overall strategic direction and development of Prospect Hospice.
- As a member of the Executive Team, to ensure the safe and effective operation of Prospect Hospice.
- To participate in the on call rota with other senior management.
- As a member of the Executive team, ensure financial sustainability of Prospect Hospice.
- As a member of the Executive Team, ensure compliance with the legislative and statutory framework pertaining to Prospect Hospice at all times, including but not limited to CQC, safeguarding and health and safety.
- Through behaviours and actions, to command the confidence of Prospect Staff, Patients, their families, public and external stakeholders and agencies.
- All staff have a responsibility to prevent and control infection within the Prospect Hospice Services. This includes ensuring personal and team compliance in line with the infection control policy.
- Along with the other executives and senior leaders, to drive and develop a culture of shared responsibility and learning.

4. Key contacts (other than your line manager)

- Executive Directors
- Board of Trustees
- Medical Director
- Directors /Heads of corporate functions and senior managers across the organisation
- Clinical Leads
- Commissioners /Stakeholders / Partners
- Patients and their Families
- Volunteers
- Customers
- Suppliers / agencies and other bodies, commercial and non-commercial, relevant to the role and purpose of the post.

5. Main tasks and responsibilities

Commissioner relations

- To develop strong, professional relationships with CCG, Local Authorities and other external stakeholders.
- To lead the negotiation and management of a portfolio of Contracts with CCGs to include all aspects of cost, activity, quality and performance standards.
- Ensure that Prospect Hospice seeks and is responsive to feedback from patients, their families, commissioners and other stakeholders. Making sure that feedback is developed into specific action plans demonstrating a robust and efficient response.

Service development and partnerships

- To identify and promote new business opportunities which would be of clinical and financial benefit to Prospect Hospice.
- Support the development of robust business cases for service change and development from conception to authorisation through implementation.
- Actively engage with internal and external stakeholders using soft intelligence and influence to ensure that Prospect Hospice is well positioned to progress new business opportunities.
- Plan, target, and promote clinical dialogue between consultants and GP commissioners together with the Medical Director on an ongoing basis.

Communications

- Represent Prospect Hospice externally with CCG's and other stakeholder groups as required.
- To promote understanding of the context of palliative care provision in all settings internally and with external stakeholders.
- Actively seek and capture feedback from commissioners concerning Prospect Hospice services, maintaining regular communication on key issues, performance and service opportunities.
- Communicate relevant local and national policy implications to colleagues at Prospect Hospice.
- Promote open, transparent and effective communication within internal and external colleagues at all times.

Policy development and interpretation

- Develop and implement effective policies and practices to support effective initiation, consultation, approval and continuous review of corporate policies and procedures.
- To ensure Prospect Hospice is aware of and utilises opportunities to influence and contribute to relevant national and local policy and have the personal knowledge and expertise to participate in its formulation.

Leadership

- To lead and continually improve all clinical services
- To manage the performance and ongoing development of clinical staff at Prospect Hospice
- To lead by example, at all times demonstrating the professional behaviours expected of all staff
- To motivate and inspire, creating a culture where staff are have the skills and expertise needed and are empowered to innovate
- To lead the development of an enabling and collaborative culture that supports others to succeed and flourish and to continually drive up standards to deliver outstanding services
- As a member of the Executive team, to contribute to the strategic leadership and development of Prospect Hospice

Control systems, Quality Assurance, Risk and Statutory responsibilities

- Contribute to the design, implementation and monitoring of internal key performance indicators and metrics which enable Prospect Hospice Staff, Senior Management Team, Executive and Trustees to understand and improve its performance in relation to quality, risk, business continuity, safety and compliance.
- Contribute to the design and delivery of quality, risk, governance and compliance training programmes.
- To develop a 'lessons learnt' culture which is embedded into the quality assurance systems and processes to proactively reduce the risk of recurrence of incidents and events.
- To work effectively with the Director of Governance and Quality to develop, implement, monitor and review serious incident management, complaints, and investigations policies, and develop a learning culture.
- Ensure implementation of operational and governance recommendations from internal and external audits and progress to Senior Management Team, Executive and Board of Trustees.
- To work effectively with the Medical Director and Director of Governance and Quality to ensure the notification of serious incidents to appropriate regulatory agencies, Health and Safety Executive, Local Authority Safeguarding Boards, and oversee all external assessments of Prospect Hospice (e.g. regulatory visits) and ensure recommendations from these are acted upon at Senior Management and Executive level through to the Board of Trustees.
- To have an in-depth knowledge of CQC, Health and Safety Executive regulation and understanding of risk appetite of Prospect Hospice in order to develop and implement appropriate work streams, working with the Medical Director and Director of Governance and Quality.
- Ensure there are effective systems and processes in place for operational reporting, and ensure they are fit for purpose, co-ordinated, monitored and acted upon.

Other specific roles

- Contribute to the general running, management and development of Prospect Hospice.
- Attend Senior Management Team, Executive and Trustee meetings as and when required and undertake the travelling requirements necessary to fulfil the duties and responsibilities of the post, including overnight stays when necessary.
- To contribute to income generation in collaborative working with the Director of Income Generation.
- To undertake any other duties as may from time to time be specified by the CEO and the Trustees, as commensurate with the grade of post.

6. Key Performance Indicators

- All services to be compliant with all relevant statutory and regulatory requirements.
- To develop Hospice clinical practice with the aim of reaching and 'outstanding' judgement from CQC
- Performance of the services to improve year on year.
- Stakeholder satisfaction in relation to complaints and concerns.

7. Personal Development, supervision and training

- Participate in regular support and supervision through line management.
- Continuously develop professional knowledge and expertise, attending and participating in learning and development events, meetings, conferences, and events (as requested/approved by line management) to ensure up to date knowledge relevant to the role.
- Attend and participate in regular team and other meetings, both internal and external.
- To keep updated on changes of policy and practice in regards to Quality, Health and Safety, governance, compliance and law

8. Policies and procedures

- The post holder will be expected, at all times, to be familiar and comply with the written policies, procedures and guidelines for good practice, issued by Prospect Hospice.
- Ensure the relevant Quality Assurance and Health & Safety policies and procedures are adhered to at all times.
- Take personal responsibility for own health and safety and report incidents and potential hazards as necessary.
- Prospect Hospice operates in a constantly changing environment and as such work priorities and objectives may change.
- Prospect Hospice reserves the right to make reasonable changes to the job purpose and accountabilities.
- To work in a way that is inclusive, respects difference and promotes equality of opportunity.



Person Specification

9. Key Performance Indicators

Essential

Registered Nurse

Experience:

- Educated to Degree Level or equivalent
- Minimum of 3 years operational experience in health and or social care sector at senior management level
- Extensive knowledge of NHS and understanding of social care
- Knowledge of current palliative care and end of life guidance, policy and initiatives
- Track record of achieving service targets
- Track record as a leader and professional role model
- Knowledge and understanding of integrated governance and performance management with a focus on quality of patient care / service.
- Experience of high level reporting and business case preparation
- Experience of collaborating effectively and maintaining successful partnerships
- Experience of managing services effectively (resources, people and performance)
- Track record of improving services, managing teams and empowering people.
- Evidence of problem solving and dealing with complex data and information
- Ability to influence at all levels
- Evidence of designing and implementing innovative service delivery models
- Knowledge of service planning and underpinning quality assurance
- Evidence of leading organisational change
- Working knowledge of current commissioning environment, current funding streams and national policy drivers as it relates to health and social care, particularly palliative care and end of life care
- Experience of clinical governance frameworks and risk management.

Desirable

Educated to Masters level or equivalent

Understanding and experience of the nature of volunteer involvement in delivery of services

Understanding of the role of the hospice as a community resource

IMPORTANT ADDITIONAL INFORMATION

The line manager will discuss all elements of the job description with the postholder on an annual basis during appraisal, recognising that some elements may be developed.

Your next steps

To arrange for an informal discussion with Tim Willis, Chair of Trustees, or Irene Watkins, Interim Chief Operating Officer, call Siobhain Acott on 01793 813355.

To apply:

Please submit your application by Friday 14 December 2018.

Shortlisting: Monday 17 December 2018.

Candidates will be informed that they have been shortlisted by Friday 21 December 2018.

Interviews will take place at Prospect Hospice on Monday 7 January 2019.



Prospect Hospice

President HRH The Duchess of Cornwall

Address Moormead Road Wroughton Swindon SN4 9BY

Tel 01793 813355

Email info@prospect-hospice.net

Visit www.prospect-hospice.net