



**Candidate brief for  
the position of  
chief executive**

## Introduction letter by Dr Kevin Howard, chair

### Thank you for expressing an interest in joining Prospect Hospice.

Prospect Hospice is a highly respected local charity with deep roots in the community which it has served since 1980. Prospect Hospice provides a wide range of care and support to people with terminal illnesses and their families. In the last year 2,415 patients were cared for across all of our services and our team now comprises more than 250 staff (FTE) and over 650 volunteers.



Prospect Hospice provides a wide range of care and support to people with life limiting illnesses and their families, and has deep roots in the community which it has served since 1980. Our services enable 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, equating to around 75% of our £7.5million income. The remaining 25% of comes from statutory and other grant funding. Our income will need to continue to grow as we seek to extend our service to support even more people.

Prospect Hospice is the the specialist provider of palliative care services in Swindon, Marlborough and north east Wiltshire. We offer inpatient services at the hospice as well community support in patients own home as well as support and advice to those important to our patients, including a bereavement service.

The charity has a strong local reputation and is committed to ensuring that the people we provide comfort and care for continue to receive an exceptional level of support towards the end of their lives. We also strive to influence and enhance best practice in end of life care with other service providers.

The hospice has recently completed a five-year strategic plan focused on creating a community where death is no longer a taboo and every one lives and dies well.

We've agreed four key strategic objectives that will inform and drive our work over the next five years:

- Use our expertise to educate and influence the delivery of excellence in end of life care
- Secure the continuity of Prospect Hospice charity for our community for generations to come
- Deliver bespoke specialist care that supports dignity and choice
- Take pride in being a great place to work and thrive

This is an exciting time to be joining the charity and, working in partnership with the board of trustees, the chief executive will provide strategic, innovative leadership to ensure services are delivered to the highest standards of governance across the organisation. You will be able to demonstrate that you can empower people through change and have a track record of developing collaborative partnerships.

With highly developed communication skills, you will have the ability to communicate with enthusiasm, warmth and influence to engage at all levels. You'll have a genuine passion for personalised and outstanding quality of care and bring a collaborative leadership approach to empower the team and build the profile of the hospice.

Potential candidates interested in the role can contact Siobhain Acott to arrange an informal discussion with our current chief executive. Please find the details of how to get in touch on the back of this pack.

I look forward to hearing from you.

**Dr Kevin Howard**  
**Chair**

## 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.

### What we do at Prospect Hospice

Prospect Hospice provides a wide range of services including an inpatient unit in Wroughton, just outside Swindon. Additionally, we offer our Prospect@Home service, a community-based nurse specialist team providing support and advice to patients, a dedicated therapy team and a family support and bereavement service for patients and those important to them.

Our team of community-based nurse specialists works closely with local GPs, district nurses and other healthcare professionals, and is available to provide 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 to those who need it, we need to raise around £7.5m each year. We also have a fully trained team of volunteers which supports our specialist clinical teams, ensuring that patients and their families receive the best possible care. Many more volunteers support our fundraising, retail and administration teams, including in our finance department.

### Our vision

A community where death is no longer a taboo and every one lives and dies well.

### Our values

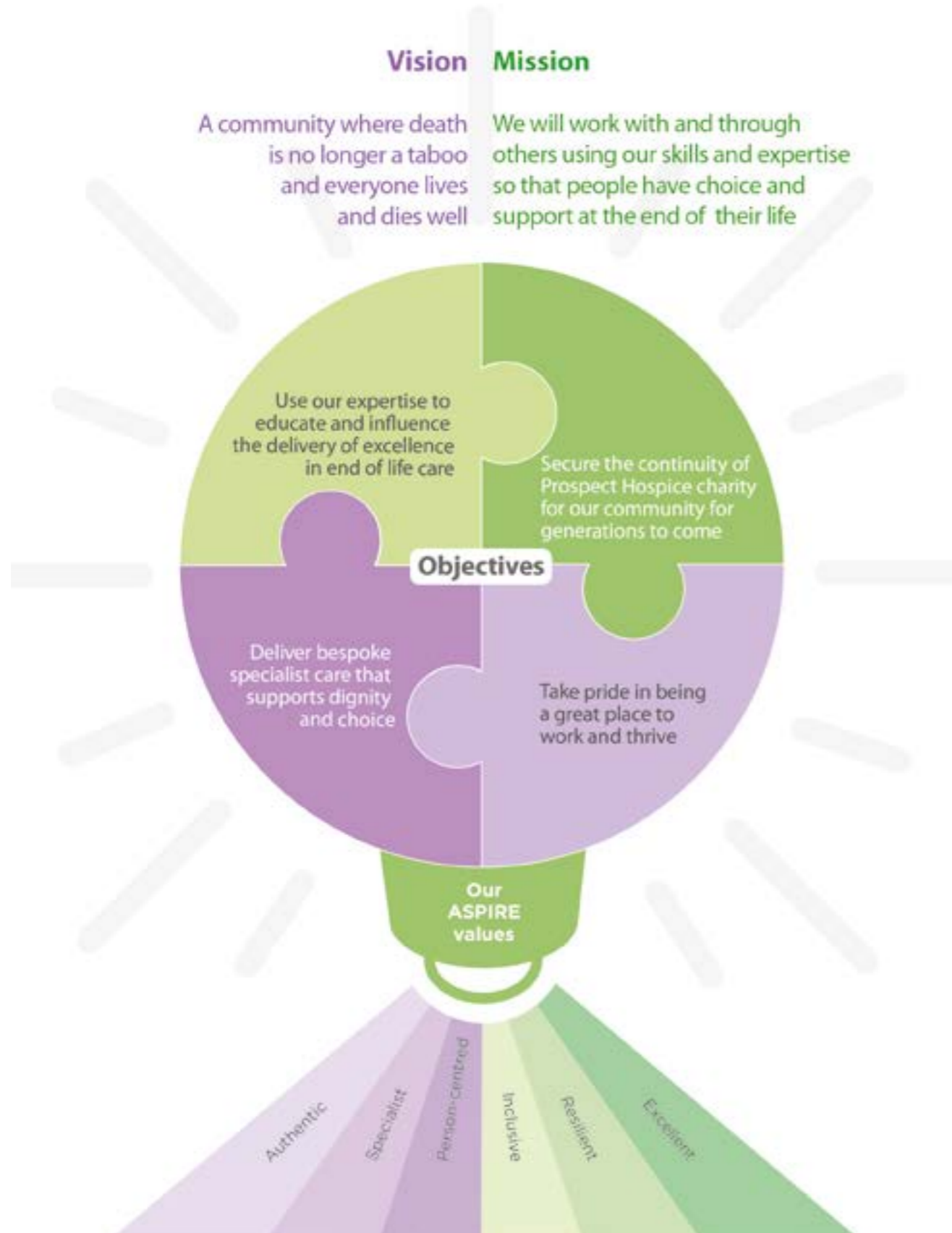
Our ASPIRE values apply in every setting - between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. They are: authentic, specialist, person-centred, inclusive, resilient and excellent.



## Our strategy

This strategy for 2023 to 2028 has been created as we know there are more people from our community that we could support through our services, particularly in community groups which have previously been under-represented in our patient group.

We have an increasingly frail population, with over 40% of over 65s living alone and a growing population of around 300,000 in Swindon and north Wiltshire, with an expected increase of 10% in the years ahead.



## About the local 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.

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

### Post title - Chief executive

**Responsible to:** Chair of the board of trustees

**Reporting to:** Board of trustees

### Purpose

The chief executive will be an excellent communicator, providing strong and inspirational leadership to continually support the staff, volunteers and, in turn, patients and their families. They will deliver Prospect Hospice's new strategy and vision across all clinical and non-clinical service teams to navigate through a rapidly changing environment. The post holder will work with the chair of the board and trustees to build and maintain excellent relationships with key stakeholders and local decision makers, representing and promoting Prospect Hospice in a professional and positive manner. The post holder will be the 'nominated person' for Prospect Hospice and will require an advanced DBS check.

### Responsible for

- Providing inspirational leadership living the ASPIRE values to create a culture where best practice, governance, relationships and professional development of staff and volunteers flourishes.
- Accountability to the board of trustees for the overall leadership, management, performance, governance and development of Prospect Hospice ensuring compliance to legal and regulatory requirements to achieve Prospect Hospice's vision and mission.
- Building alliances and partnerships with other organisations and acting as an ambassador for the hospice.
- Working with the chair of the board and trustees to develop and implement the strategic plan, ensuring alignment with Prospect Hospice's short-term and long-term objectives.
- Leading innovation in all operational and business activities to ensure effective, efficient and safe running of the Prospect Hospice.
- Ensuring appropriate governance is maintained in all clinical, statutory, financial, regulatory and legal requirements to assure the trustees, CQC and the community that the operational performance of Prospect Hospice remains outstanding.
- Working collaboratively with external stakeholders, the board of trustees and executive team to ensure the sustainable delivery of outstanding end of life services to people in the Swindon and north east Wiltshire area in line with the strategy.
- Developing and sustaining income streams and financial controls which provide continuing financial security of Prospect Hospice.
- Ensuring that Prospect Hospice operates within the bounds of its charitable objects at all times.

## Duties and responsibilities of the post

### Leading the organisation

- Provide clear leadership, vision and direction so that Prospect Hospice can effectively and efficiently achieve its strategic goals and objectives underpinned by our strategic values.
- To take ultimate responsibility for governance of all aspects of the organisation by implementing appropriate and relevant monitoring and controls across all business lines.
- Ensure that all aspects of the organisation operate coherently and collaboratively towards the purpose of Prospect Hospice, including:
  - Clinical services
  - Communications
  - Fundraising
  - Information management
  - People and facilities
  - Retail
  - Safety and security
  - Voluntary services
- To negotiate and coordinate agreed service provision and costs with relevant ICS and other commissioning organisations covering the Swindon and north east Wiltshire area.
- Promote innovation across all business areas to ensure all operational activities are provided as efficiently and effectively as possible and optimised to best support the needs of individual patients.
- Ensure that all operations of Prospect Hospice are provided within the means of the organisation skills, resources and finances.
- Create a culture that supports the retention and recruitment of high calibre, motivated staff and volunteers through focussed and appropriate development activities.
- Ensure effective performance review and appraisal systems are in place and oversee the organisational development plan, providing staff with ongoing learning and development enabling them to deliver their contributions to the strategy.
- Lead the management of senior managers in the assessment and response to change and uncertainty in all that the organisations undertakes.
- Ensure the coherence, coordination and cooperation of all services within the organisation.

### Income generation

- Ensure sustainable income streams are developed and maintained to enhance our income so that the best possible services can be maintained.
- Develop new and innovative fundraising opportunities in coordination with supporters, volunteers and potential funding streams to maximise our income.
- Develop a sustainable legacy income by promoting, engagement and influencing relationships.

### Promote Prospect Hospice

- Promote the strategy and values of Prospect Hospice in everything that we do.
- Represent Prospect Hospice in all communities that we support and continually seek to promote the charitable purpose of the organisation.
- Represent the organisation in public bodies and forums including symposiums and conferences wherever our services are valued.
- Develop and maintain positive collaborative partnerships with related organisations such as the Integrated Care Services (ICS, formerly CCG), local authorities, MPs, academia and other hospices where our services are funded represented and valued.

## The board of trustees

- Coordinate with the board to ensure governance is maintained effectively and efficiently to benefit the outstanding performance of the organisation.
- Support the chair and trustees in fulfilling their duties in line with the charities act and other relevant legislation through audit and review within and across the organisation.
- Ensure the appropriate and relevant information is provided to review and audit in a timely manner so that trustees are able to fulfil their duties efficiently.
- Address other duties that are from time to time agreed with the board in order to develop and promote Prospect Hospice.

## Key working relationships

- Chair and trustees
- Executive and leadership teams
- All staff and volunteers
- Key local partners
- Care Quality Commission
- Peers at regional and national hospices and other charities
- Peers in local and regional trusts and clinical commissioning groups
- Professional and clinical networks
- Supporters and local businesses

## Safeguarding children and adults at risk

All Prospect Hospice staff are required to act in a way that at all times safeguards the health and well-being of children and adults at risk. Familiarisation with, and adherence to, Prospect Hospice safeguarding policies is an essential requirement, as is participation in related mandatory/statutory training.

## Valuing diversity and inclusion

All Prospect Hospice staff should carry out their duties in accordance with the principles of valuing diversity and equity of provision. It is the responsibility of all staff to support the hospice vision by promoting a positive attitude to diversity and equality of opportunity, to eliminate discrimination and disadvantage in service delivery and employment and to manage, support or comply through the implementation of Prospect Hospice's equal opportunities policy. This will include actively seeking to ensure Prospect Hospice services are recognised across the diverse community of Swindon and north east Wiltshire.

## Person specification

### Qualifications and training

#### Essential

- Educated to degree level with experience and discipline relevant to the management of a charity or healthcare provider.

#### Desirable

- At least one of the following:
  - Qualification in business management
  - Qualification linked to the voluntary sector
  - Evidence of continuing professional development

### Knowledge and experience

#### Essential

- Significant proven leadership experience as a senior manager in a relevant regulated health, social care or charity environment delivering high quality front line operational services.
- A genuine passion for advancing personalised care at end of life, with proven evidence of putting service users at the heart of strategic decision making.
- Exceptional leadership and skills, with the ability to inspire high performing, passionate and experienced staff and volunteers.
- Able to influence, engage and enthuse diverse audiences.
- Broad commercial and financial acumen alongside an understanding of income generation and cost control in a complex environment.
- Experience of working collaboratively with a board of trustees and fostering an inclusive, open and transparent culture and approach to governance.
- Strong emphasis on media management and communication skills.
- A proven track record as a performance manager, both in terms of service quality and financial sustainability.
- Credible history of effectively managing multi-disciplinary resources and budgets, with experience of delivering long term financial sustainability and stewardship of valuable resources.
- Ability to demonstrate an understanding of the current health environment, the progress of the national and local health strategies and the impact and challenges for Prospect Hospice.
- Ability to forge and nurture partnerships and collaborative relationships with a wide range of organisations, stakeholders both inside and outside healthcare and charitable sectors.
- Demonstrable evidence of strategic development leading people / organisations through successful change to deliver Prospect Hospice's new strategy.
- Ability to demonstrate a strong understanding of the opportunities for the hospice, particularly in the context of strategy and changes in the healthcare environment.
- Leadership experience of managing multi-disciplinary teams with specialist skills.
- Management experience influencing at board level or working within a committee structure of an organisation of similar size as Prospect Hospice.

#### Desirable

- Board level management experience.
- Experience of being a trustee.

## Personal skills and attributes

### Essential

- A natural leader who is visible, has vision and enables others.
- High levels of personal integrity, empathy and humility.
- An empathy with the cause and a commitment to the purpose and values of the charity; comfortable with the subject of death, dying and loss.
- The ability to provide flexible and agile leadership to the organisation and keep calm and measured under pressure.
- High levels of self-awareness and emotional intelligence, able to exercise good judgement.
- Strong interpersonal and relationship building abilities and be comfortable in an ambassadorial role.
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively.
- Ability to work under pressure of multiple priorities and to delegate effectively.
- Successful record of achievement through their career.

## Your next steps

To arrange an informal call or visit, contact Siobhain Acott on 01793 816119 or email [siobhainacott@prospect-hospice.net](mailto:siobhainacott@prospect-hospice.net).

To apply, please submit your application online at [www.prospect-hospice.net/jobs](http://www.prospect-hospice.net/jobs) by Monday 12 December 2022.



### Prospect Hospice

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Prospect Hospice Ltd. Registered Charity No. 280093  
Company Registration in England No. 1494909

Inspected and rated

Outstanding 

