Director of Care and Clinical Development

Hospice of St Francis

Information pack: April 2017

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BACKGROUND

The Hospice of St Francis is a charity that provides professional support and care for people over the age of 18 with life shortening illness. Our catchment area extends from Amersham, Chesham and the Chalfonts to Tring, Berkhamsted, Hemel Hempstead, St Albans, Harpenden and surrounding villages.

We bring peace, comfort and dignity to people and help them live life to the full, for whatever time is left. We provide care tailored to each patient's individual needs and work closely with them to support their choices. Care is given at the Hospice or in the patient's home. Our team also provide outreach care in local hospitals and nursing homes. Support of families and carers is an essential part of our care.

The Hospice of St Francis is a registered charity receiving less than 20% of its funding from the NHS. We rely on the generosity of our local community to fund the remaining amount. This comes from many individuals, local businesses, trusts, schools, community groups, our shops, our lottery and Gifts in Will.

The role of Hospices is changing. We are working in a rapidly changing care context with increasing demand, changing demography and pressure on all services, health and social care.

The Commission into the Future of Hospice Care challenged hospices to step up into a new world of early intervention, innovative ways to support people along their whole trajectory of care and new ways to respond in a crisis. The Commission proposed that hospices need to integrate not just with other health and social care organisations but with the community itself, to identify new ways of addressing unmet need in a relevant way. However the public perception is that hospices are still about beds and care in the last weeks of life. So there is much to do.

The Hospice of St Francis is well placed to respond to these challenges and has made many steps in recent times to extend its reach and become relevant to more people. The focus on compassionate whole person care will remain our focus.

We have developed new models to support patients, and those close to them, at all stages of their illness and we are aiming to be inclusive of all ages and all disease groups. The focus on the more stable phase of illness is on self-
management and resilience building, preparing people and increasing confidence for what might lie ahead.

Our work is becoming more integrated internally - our Spring Centre Outpatient Service is providing a more seamless journey with our community work. Our Multidisciplinary Team works across all settings – beds, outpatients and community to support this service. Our work also extends to the local hospital and into care homes.

We are very interested in new volunteering roles with a clinical and community focus, and have several collaborative projects on the go where we are working with a variety of other organisations and primary care colleagues. We are also very interested in the potential positive impact of new media and social networks.

The Hospice still relies very heavily on the community to fund this broad range of services. We have 220 employed staff and nearly 1000 volunteers and have developed into a thriving hospice with a reputation for clinical excellence, innovation and collaboration with a range of partners.

Alongside direct patient care, a key objective is to support the education, training and knowledge transfer for all professionals caring in the palliative phase, as well as initiatives to involve patients and carers more closely in all we do. Our Director of Education and Research working across both the Hospice of St Francis and the Peace Hospice is part of a collaborative involving 5 local Hospices the aim of which is to deliver and support palliative education across Hertfordshire. We are becoming a more research-active hospice, supporting many staff with higher degrees, research and publication.

**CARE IN HOSPICE**

**The Inpatient Unit**

- 14 bed unit with approximately 300 admissions
- Beds are occupied for 82% of the time
- Average patient stay is 14 days

**The Spring Centre**

An integrated and holistic approach to wellbeing and outpatient centre
• The Spring Centre offers free support and opportunities for:
  • Those recently diagnosed or living with serious illness from diagnosis
  • Their families, carers and friends
  • Services include psychological support, rehabilitation, social work, complementary therapies, spiritual and bereavement care delivered by the Supportive Care team.

CARE BEYOND HOSPICE

• Specialist Community Clinical Nurses
• Fully-integrated Clinical and Medical team handling over 350 referrals a year.
• At home, in care and homes, in hospital
• Support from diagnosis

EDUCATION

• Vital to influencing all professionals involved in end of life care working in hospitals, nursing homes and the community.
• Thought leadership and best practice
• Design and delivery of end of life education courses
• Reach a national and international audience.

INCOME GENERATION

• £5.5 million required to fund our care
• Over 80% of our income is from donations and fundraising
• Less than 20% is from the NHS

RETAIL

• Our shops
• Raise money to fund our care
• Raise awareness of the Hospice across the local community
OUR PEOPLE

- We employ approximately 220 experienced staff
- They are supported by nearly 1000 volunteers
- Inpatient Unit – 200
- Supportive Care team – 100
- Gardeners – 30
- Administrative – 100
- Retail – 300
- Home Box collectors – 200
- Our volunteers perform vital services and help us keep costs down

AT THE HOSPICE WE ASPIRE TO

- Be at the heart of communities
- Respond to personal preferences and needs
- Deliver high quality holistic and accessible care
- Be effective and use resources efficiently
- Influence the quality of care delivered by all providers through education
- Engage with other health and social care providers
- Enhance the capacity and resilience of communities through volunteering

OUR VALUES

- Respectful Relationships
- Constructive Communication
- Excellence through Innovation
- Integrity and Trust
- Encouraging Learning
- Sustainable Service
- Community Engagement
OUR STRATEGIC AIMS 2017-20

HOSPICE VISION

- A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

HOSPICE MISSION

- We will achieve our vision by providing excellent care and support to patients and their families.
- We will share our expertise with colleagues in other settings through collaboration, innovation and education.
- We will only achieve our mission with the support of our community.

HOSPICE STRATEGIC OBJECTIVES:

To support the overarching objective of reaching more people in need of our services, our aims are as follows:

- To transform the quality of life for those living with life-limiting illness
- To ensure high quality provision of care through education and research
- To sustain and expand our services through excellent financial management and governance
- To continually improve efficiency and effectiveness
JOB DESCRIPTION

JOB TITLE Director of Care and Clinical Development
REPORTS TO Chief Executive Officer

CONTEXT:

Hospice care is at a crossroads in terms of opportunities and challenges with the changing structures in health and social care and the demographic challenges. The clinical activity internally has expanded, requiring close operational management to streamline service provision and make best use of resources. This clinical leadership post will support the Chief Executive in developing strategic options to position the Hospice to ensure best palliative care for the maximum number of people in our catchment, working in collaboration with a range of new partners.

The Hospice currently receives about 1000 referrals per year for patient care and beyond this, offers care to an equal number of people close to the patient. Care is delivered in 14 hospice beds, the outpatient service – the Spring Centre, in patients’ homes, care homes and the local hospital.

OVERALL JOB PURPOSE:

- To provide clear leadership to the Inpatient Unit, Community Nursing Teams and Spring Centre to ensure effective management, organisation, and delivery of integrated patient care of the highest quality.
- To support the development of a care strategy and be able to respond to the changing environment of hospice and palliative care recognising both social and clinical models of care.
- Provide clear leadership of clinical governance, as Registered Manager and CD Accountable Officer of the organization.
- The role is a member of the Executive Team (ET) reporting to Chief Executive.
KEY RESULTS AREA:

Operational – Management of Clinical Services

- To have overall responsibility for the provision of excellent care and clinical effectiveness across Inpatient, Spring Centre and Community services, encouraging integration, innovation and best use of resources, working with the Medical Director at ET level. Reviewing the scope of services regularly to consider whether used to full capacity will be an essential part of the role.
- Be responsible for the appointment, management, support, appraisal, development and discipline of directly managed staff, and ensure that staffing levels and skill mix are appropriate.
- Develop annual targets and KPIs in relation to care issues, reporting and managing on variance and clinical trends.
- In conjunction with the Voluntary Services lead, ensure appropriate systems are in place to recruit, train and review volunteers working in clinical roles.
- Strengthen the evidence base about the impact of care that St Francis provides, based on agreed clinical outcomes.

Leadership and External Relationships

- Contribute to the strategic shaping of the organisation, ensuring that Hospice services develop and integrate with future provision of palliative care, in line with national and local context, identifying future opportunities and challenges in care provision.
- Work with Clinical Commissioning Groups and Acute Trusts to support the development of an integrated palliative care service across West Hertfordshire that challenges the current boundaries and perceptions of palliative care to improve patient care in all settings.
- Develop relationships with a wide range of local and national bodies in the public, voluntary and corporate sector, representing the Hospice in discussions and plans for care development and funding.
• Negotiate relevant service level agreements to achieve the best possible outcomes for the hospice, establishing the Hospice as a vital component of the local health and social care economy.

• Lead on future workforce planning with the Director of HR, ensuring a clinical workforce (staff and volunteers) fit for the future care context and a plan to achieve it.

• Demonstrate clinical expertise, acting as a resource for clinical colleagues, providing professional and nursing leadership to the multi-disciplinary team.

• ET lead for Clinical Governance Committee and attend and contribute to meetings of the Board of Trustees and other Board Committees, reporting to Trustees on issues relating to the effective delivery of care services.

• To lead the monthly Clinical Leadership Team meetings, which have responsibility for clinical governance within the Hospice.

• Provide leadership for professional staff and ensure provision of systems for staff support, appraisal, development and clinical supervision, encouraging the highest possible standards of professional conduct and ensuring that current practice is evidence based as far as possible.

Clinical & Data Information

• Ensure efficient data collection and distribution, analysing, identifying and reporting on relevant trends in conjunction with the relevant personnel

Communication & Education

• Encourage and develop effective communication, teamwork and relationships in the multi-disciplinary setting to ensure the highest possible professional standards are delivered within all Hospice Services.

• Support the Director of Education and Research in delivering a dynamic and forward thinking Education Programme internally and externally.

Clinical Governance

• As Registered Manager and CD Accountable Officer, ensure the Hospice complies and surpasses the Care Quality Commission standards and
associated regulatory requirements, through joint working with the Head of Quality.

- Working jointly with the Medical Director and Head of Quality, be accountable for the management and co-ordination of all clinical risk, audit and health and safety issues.

**Financial Management**

- Manage approx. £4 million of clinical budget to ensure best use of resources to support the highest quality of care for all. Take the lead in the annual budget setting process for clinical services.
- Ensure the efficient and cost effective management of all clinical services through the relevant operational managers. This will include supporting managers with budgets and spend, with regular value for money reviews.
- To work closely with the Director of Finance and Chief Executive in assessing business risk and continuity planning.

**Personal Development**

- To keep abreast of key changes in the development & organisation of healthcare with a specific focus on end of life and palliative care.
- Maintain a personal commitment to the expansion and development of skills and knowledge.
- Act in a manner at all times to safeguard the interests of individual patients/clients and their families and justify public trust and confidence in the Hospice of St Frances.

To act as a positive role model promoting team working, respect, innovation and excellence, in accordance with the NMC Code of Practice.

**DIMENSIONS**: The following posts report to this role:

- Head of Quality
- Community Nursing Services Lead
- Sisters Inpatient Unit
- Director of Education and Research
• Director of Supportive Care & Spring Centre
• PA to CEO & Director of Care and Clinical Development

RELATIONSHIPS:

• Executive Team
• Board of Trustees
• Local Care providers NHS and voluntary in the St Francis network
• All clinical staff
• Personal Assistant
• Relevant peers at regional and national level in Clinical Commissioning Groups & Trusts
• Relevant professional and clinical networks and membership bodies
• Senior academic and research leads at regional universities
• Media, key donors, companies & charities

This list of tasks and responsibilities is not exhaustive and the job holder may be required to undertake other relevant and appropriate duties as required by the Manager.

This Job Description can be amended by agreement with the Post Holder and Manager.
# PERSON SPECIFICATION

**JOB TITLE**
Director of Care and Clinical Development

**REPORTS TO**
Chief Executive Officer

**BAND**
£60K Band 8C

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<th>Education and Qualifications</th>
<th>Essential</th>
<th>Desirable</th>
<th>Evidence obtained from</th>
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<tr>
<td>- Registered General Nurse with Master’s degree or clear evidence of ability to work at Masters level or higher</td>
<td>Management/Leadership qualification</td>
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<tr>
<td>- Evidence of continued professional development</td>
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<th>Experience</th>
<th>Essential</th>
<th>Desirable</th>
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<td>- Extensive operational management and leadership experience at a senior clinical level in an organisation of scale and complexity:</td>
<td>Experience of working in a palliative care setting</td>
<td>A/I</td>
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<td>- Managing teams/individuals to maximise performance</td>
<td>Experience of voluntary sector management</td>
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<td>- Management of significant organisational change</td>
<td>Working with senior executives and Boards</td>
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<td>- Management of budget to achieve high performing services</td>
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<td>- Experience of developing strategy and translating this into operational objectives and business plans</td>
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<td>- Experience in working with commissioners and external stakeholders and other service providers to deliver organisational strategy</td>
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<td>- Experience of interpreting data to inform strategic and operational plans</td>
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<td>- Experience of working in a management team</td>
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<td>- Experience of interpreting complex national policy, legal and statutory frameworks and responding to implications for the Hospice.</td>
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<td>- Experience in involving service users and clinicians in strategic service planning and prioritisation.</td>
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<td>Excellent understanding of local and national health and care economies and</td>
<td>Knowledge of charity</td>
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| Personal Attributes & Qualities | Empathetic understanding of patient and family needs  
|                               | Self-confidence balanced with humility  
|                               | The ability to reflect and respond to arguments and challenge  
|                               | Resilience, optimism, humour and energy  
|                               | A sound and pragmatic decision maker in complex situations and when working under pressure  
|                               | An enabling and inclusive leadership style  
|                               | A strategic and creative thinker  
|                               | A self-aware excellent listener | A/I/T |
| **Motivations & Expectations** | Commitment to the aims and ethos of the Hospice |
# TERMS OF APPOINTMENT

**SALARY**  
Circa £60,000 (equivalent to NHS Band 8c)

**PENSION**  
Opportunity to remain in NHS pension scheme if already contributing (or have been within last 12 months). Alternatively you can join a group pension plan of 7%.

**ANNUAL LEAVE**  
30 days + Bank Holidays

**OTHER BENEFITS**  
Free parking

**OFFICE LOCATION**  
Berkhamsted but with travel across the delivery area.

**HOURS**  
The work is based around an average of 37.5 hours per week, which will include some unsocial and irregular hours. You will be required to manage your time effectively to maintain a work life balance.
The Hospice of St Francis is looking to recruit the following post to meet the needs of our catchment of over 300,000 local people:

**Director of Care & Clinical Development**  
**Salary circa 60k + Benefits**  
*(Salary range equivalent to NHS Band 8c)*  
**37.5 hours a week**

This is an excellent opportunity to join a highly experienced and dedicated team, with an opportunity to use your management and clinical skills at a senior level to influence the delivery of high quality palliative care in a rapidly changing context.

The Hospice of St Francis is a well-established teaching Hospice, providing inpatient, outpatient and outreach care in a variety of settings, with a focus on education, research, innovation and community engagement. We recently received CQC outstanding status.

Your specific role will be to oversee the management of our inpatient, outpatient and community services, and to drive strategic clinical redesign in response to the changing external context of care. You will also be our Registered Manager.

The Hospice of St Francis is looking for an outstanding clinical nurse leader with experience of successful large scale change projects and significant operational management experience.

We require someone who is passionate about palliative care, visionary in their view of hospice care and a real strategic thinker.

**Closing date for receipt of applications is Sunday 30th April 2017**  
**Interviews will be held week commencing 8th May 2017**

For an informal discussion please contact Steve Jamieson, CEO  
[steve.jamieson@st francis.org.uk](mailto:steve.jamieson@st francis.org.uk) or telephone 01442 869571
Please apply by downloading an application form online www.stfrancis.org.uk, contacting the HR team on 01442 869557 or email recruitment@stfrancis.org.uk

Care and Support When it Matters Most