



# Recruitment Pack

## Trustee Appointments

# Welcome

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Dear Candidate,

Thank you for your interest in the role of Trustee at St Gemma's Hospice.

We look forward to welcoming three new Trustees to our Board and Finance and Business Committee in 2023 to support the ongoing provision of the best possible care and quality of life for local people, both at the Hospice site and in the community.

This is an exciting time for St Gemma's. We are an innovative and pioneering hospice, with services rated Outstanding by the Care Quality Commission at our last two inspection reports from 2016 and 2022. We have a robust programme of continuous improvement at the Hospice and also play a key role in influencing the future of palliative and end of life care city wide with our hosting of the Leeds Palliative Care Network. We are a leader in research, education and evidence into practice; St Gemma's is the first University Teaching Hospice and a partner of the University of Leeds.

We have a strong, effective Board of Trustees which takes responsibility for overseeing the Hospice's strategy and performance, working closely with the Hospice Leadership Team (HLT). Our Trustees are critical in enabling us to achieve our ambitions and financial stability and sustainability are key to all our plans. At a time when the country is facing financial challenge and when our income streams are potentially fragile, it is vitally important that we can attract new Trustees whose commercial acumen, strategic ability and entrepreneurial outlook will enable us to remain agile and financially robust.

You need not be a qualified accountant to join our Finance and Business Committee. What you will bring are proven commercial skills which will help us grow and diversify our income and protect our services. We are open to people's professional backgrounds and are keen to attract candidates who may not traditionally have considered a role on our Board.

Your insight and experience of leading in a commercial environment whether in the public, private or third sectors is what we are looking for. You will be a natural collaborator who will constantly encourage us to be the best we can be. As an organisation ranked in the Sunday Times Top 100 Best Not-For-Profit Organisations to Work For, people are at the heart of what we do. We are seeking Board members who recognise the importance and contribution of all – patients, their families, those who work and volunteer for us and our wider community.

You will join a team which lives and breathes our Hospice values of Caring, Aspiring and Professional. We challenge ourselves and one another to ensure we make robust decisions for the benefit of all of those we serve. If you believe you have the experience and qualities to become a Trustee of St Gemma's Hospice, we look forward very much to hearing from you.



**Kerry Jackson**  
Chief Executive



**Philomena Corrigan**  
Chair of the Board of Trustees





# About Us

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## Our History

St Gemma's Hospice was founded in 1978 by the Sisters of the Cross and Passion, established to meet the needs of the local community and improve the quality of life for people with terminal illnesses. Since then over 50,000 people have been cared for either in the Hospice itself or in their own homes. Each of them has been treated as an individual and given the best clinical, emotional and spiritual support.

As of 31 March 2022, there is one representative of the Sisters of the Cross and Passion Charitable Incorporated Organisation on our Board of Trustees. The remaining members of the Board have been recruited for their experience and skills in areas such as medicine and nursing, finance, legal and commerce.

## Our Services

St Gemma's is for people who have life threatening illnesses with difficult symptoms to manage and for end of life care. Care is based on a simple idea – that the person is more than the illness. Each of us – sick or well – has unique physical, emotional, social and spiritual needs. St Gemma's tries to respond to these needs in ways which place the highest value on respect, choice and empowerment.

The Hospice is open to all adults who have active, progressive and advanced disease, where the patient has unresolved needs that exceed the expertise of the referring team. This includes patients with both malignant disease (cancer) and non-malignant diseases, for example heart disease, lung disease and neurological diseases.

Our services are provided by a multi-disciplinary team including doctors, nurses and healthcare assistants, therapists, social workers, spiritual care providers and bereavement workers, along with a wide range of support services including cleaning, laundry and catering.

## Our Activity

St Gemma's receives around 1,330 new patient referrals each year; patients access our Community, Day and In-Patient services and last year 31% of referrals were for patients with conditions other than cancer. Our In-Patient Unit operates in a flexible way to provide medically led care to patients with specialist palliative care needs and nurse-led end of life care. The average length of stay is 12.5 days. Our specialist community nurses and doctors deliver over 21,000 contacts each year.

A core part of St Gemma's care is providing support to families and the bereaved. We provide adult bereavement support and a citywide young people's bereavement service.

## Our Funding

The Hospice is a registered charity and relies on the generosity of the community to raise the majority of its running costs each year. The Hospice receives around 30% of total income each year from the NHS Leeds Clinical Commissioning Group core grant. We therefore need to generate over £9 million through fundraising events, corporate partnerships, lottery, community events, legacies and our chain of charity shops.

Raising the vital funds we need every year is always challenging and with the significant effects of Covid-19 on the income of the Hospice, it brings into sharp relief the need for long term financial planning and stewardship of reserves to support financial sustainability. As the need for care and complexity of care are expected to increase over the coming years, it is essential we continue to focus on the Hospice strategic plan and supporting transformation themes. The Hospice reported a strong set of financial results for 2021/22 generating income of £13.5m and meeting our approved budget plan.

## Patient and Family Feedback

One of the key ways in which we are assured about the quality of care provided by St Gemma's is feedback received from patients and families. We have several mechanisms for collecting feedback. One of these during 2021/22 was participating in a citywide survey of bereaved relatives about the quality of care for patients who died on the wards. We are proud of the results which show that respondents felt their relative died in the right place, that staff were professional and made time for them, privacy and dignity were respected and pain and other symptoms were effectively controlled.

## Staff Engagement and Support

St Gemma's has around 280 staff and over 900 volunteers. During the year we continued to place a high priority on the engagement and wellbeing of our staff and volunteers, who work flexibly with resilience, compassion and generosity. We have an employee group, Engage, which gives staff the chance to contribute towards and improve staff engagement and culture. We endeavour at all times to provide good working conditions, a healthy work-life balance and development opportunities. Our wellbeing programme has included a hub within the Hospice website to support staff mental health and wellbeing, two weeks of staff wellbeing events and activities in October 2022 as well as ongoing support, and a Wellbeing Champions group to broaden our efforts and activities.

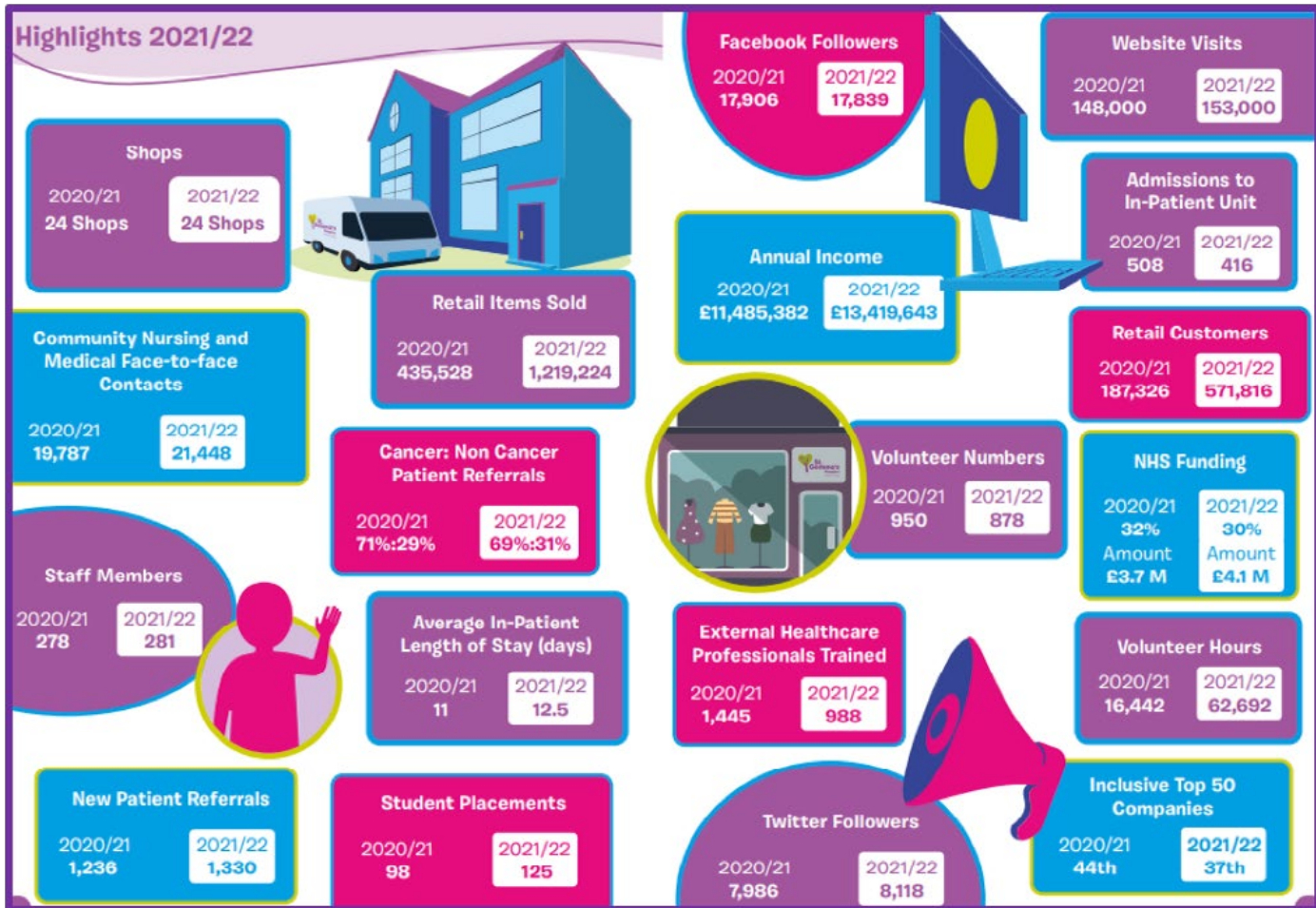
St Gemma's has taken part in The Sunday Times Best Companies Survey since 2018, with a break only during the Covid-19 pandemic as the survey did not take place. Our results have improved with each survey and we are rated as a 2 star organisation, with outstanding levels of staff engagement, and with some areas of the Hospice having the highest 3 star rating. In terms of feedback, staff value the chance to make a difference, the friendly and supportive environment and their wonderful colleagues. The survey identified opportunities for further improving working life at St Gemma's which are being addressed as part of our ongoing commitment to enhancing Hospice culture in areas such as working across teams and developing our leaders and managers.

We are pleased to have been named in the Inclusive Companies Top 50 Employers List for the last three years, improving on our position each year. We are committed to Equality, Diversity and Inclusion in our work and welcome all difference. The Board has taken a key role in leading this ongoing work and we strive to expand and further develop our diversity and inclusion.

## Training and Development

St Gemma's delivers a comprehensive internal and external training programme, which helps staff to maintain and develop key skills and meet revalidation requirements. We offer a range of development opportunities for our own staff as well as offering valuable input to the training programme for both undergraduate and post graduate students who come to the Hospice on placement. Trustee training and development is an important element of our programme.





## Our Vision and Strategy

### Our Vision:

The needs of people living with a terminal illness and those close to them are met with care, compassion and skill

### Our Purpose:

St Gemma's Hospice acknowledges the value of life and the importance of dignity in death. We provide and promote the highest quality palliative and end of life care, education and research

### Our Values:

#### Caring

Treating each person with kindness, empathy, compassion and respect

#### Aspiring

Continually learning and developing; striving for excellence in everything we do

#### Professional

Delivering high standards through team work, a skilled workforce and good governance



## Our Strategy 2018 - 2028:



### Impact

St Gemma's University Teaching Hospice will improve care for patients and families through research, education and translating evidence into practice



### Connect

St Gemma's Hospice will work in partnership with others to provide the standard of care we would want for our own families



### Extend

St Gemma's Hospice will develop palliative and end of life care services in Leeds to meet the needs of more people in the future

## Our Foundations:

### Quality

Continuous improvement is sought across all areas of the Hospice

### Sustainability

Our Hospice services, estate and workforce are financially viable and fit for the future

### Scope

The needs of people living with a terminal illness and those close to them are met with care, compassion and skill



# Board and Committees

## Board of Trustees – Chair, Philomena Corrigan

The Board of Trustees, chaired by Philomena Corrigan, is responsible for overseeing the Hospice’s strategy and performance. The Board has overall responsibility for ensuring the organisation is managed efficiently, approves the strategy and oversees its implementation.

Full meetings of the Board of Trustees are held at least four times a year to review the performance of the Hospice and to agree any major changes to the strategy or financial plans. These are supported by two focussed strategy and development sessions during the year.

The Board is supported by three Committees that meet on a quarterly basis:

## Clinical and Academic Governance Committee – Chair, Jacqueline Murphy

This Committee has delegated responsibility for oversight of clinical governance, clinical strategy and academic strategy and delivery.

## Corporate Governance Committee – Chair, Chris Schofield

This Committee has delegated responsibility for oversight of Hospice corporate governance arrangements and compliance with the Charity Governance Code. The Committee is also responsible for overseeing the major risks of the Hospice.

## Finance and Business Committee – Chair, Angus Martin, Chair Elect Kim Gay

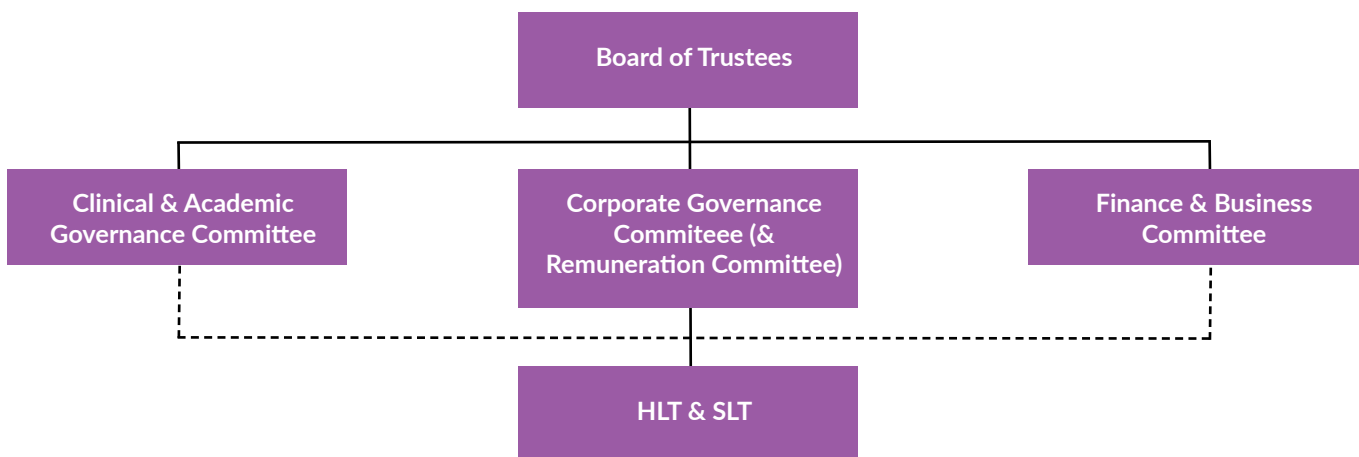
This Committee has delegated responsibility for oversight of the financial strategy, annual budget, income generation and longer-term financial planning. The Committee is also responsible for overseeing the investment of Hospice funds and recommending the appointment of an investment manager to the Board.

## Scheme of Delegation

The Board has approved a scheme of delegation under which the majority of operational management and decision making is delegated to the Chief Executive. The Chief Executive has a key role in the management and monitoring of service delivery, patient satisfaction, financial performance, the assessment and control of risk, and the prioritisation and allocation of resources.

St Gemma’s has a well-established Hospice Leadership Team (HLT), reporting to the Board and its Committees, leading on strategy development, overseeing the provision of Hospice services and managing risk. The HLT is supported by Heads of Department (together the Senior Leadership Team (SLT)), closely managing day to day service provision. The HLT comprises the Chief Executive, Kerry Jackson; Chief Nurse, Heather McClelland; Chief Medical Officer and Consultant in Palliative Care, Dr Mike Stockton; Chief Operating Officer, Jason Kirk; Director of Transformation and Culture, Clare Russell, and Acting Director of Income Generation, Kate Goldring. The Chief Executive and HLT are not members of the Board and have no beneficial interest in the company.

# Organisation Governance



# Role Description

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<b>Role title:</b>	Trustee
<b>Accountable to:</b>	Chair of the Board of Trustees ('the Board')
<b>Appointed by:</b>	St Gemma's Hospice ('St Gemma's') represented by the Board
<b>Period of Appointment:</b>	Three years, with a maximum of two additional terms

St Gemma's Hospice is registered as a:

1. Company limited by guarantee (No. 2773867) which establishes it as a legal entity that is separate and distinct from its members and trustees.
2. Charity with the Charity Commission in England and Wales (No. 1015941).

The objects and governance of the organisation are set out in the Governing Document; the Memorandum and Articles of Association.

St Gemma's Quality Account, Trustees Report and Annual Review can be viewed at <https://www.st-gemma.co.uk/keypublications>

## The Role of the Board and Trustees

1. The role of the Board is to ensure delivery of the aims and objectives of St Gemma's Hospice and to provide strategic leadership to determine its future direction. The Board defines the boundaries of management authority and delegates the implementation of its decisions to the Chief Executive and Hospice Leadership Team, supporting them as required to carry out their work.
2. The primary responsibility of Trustees is to provide the Hospice with strategic leadership and set the governance framework to ensure it is well managed and administered, and resources are used appropriately.
3. Trustees are charged within company and charitable law, with:
  - i. serving the whole organisation and not as representatives of any specific interest group
  - ii. acting in the best interests of the organisation at all times
  - iii. working together and not pursuing personal or sectional interests at the expense of organisation interests.

## The Role of Trustee

1. To provide strategic leadership to St Gemma's Hospice in accordance with the Hospice Vision and Purpose, Values and Behaviours Framework
2. To ensure that St Gemma's complies with the Governing Document, charity law, company law and all other relevant legislation or regulations
3. To ensure that St Gemma's pursues the objects set out in its Governing Document
4. To ensure that St Gemma's applies its assets and resources exclusively in line with the Governing Document
5. To serve as a director of the company St Gemma's Hospice. Trustees are both directors and Trustees of St Gemma's Hospice and must act within the provisions set out in the Governing Document.
6. To work in partnership with others to form a clear vision and strategic plan for St Gemma's and to focus on achieving those aims
7. To support the Hospice Leadership Team in an area to be agreed by acting as link member for that area
8. To act as an ambassador for the Hospice, representing and promoting the Hospice and its activities
9. To uphold the reputation of the Hospice.



## Trustee Responsibilities

1. To carry out the role of the Trustee by contributing actively to the Board to enable it to fulfil its responsibilities as set out in its Governing Document
2. To safeguard the reputation and ethos of St Gemma's by ensuring that all activities are conducted with probity and propriety
3. To ensure the financial stability and effective and efficient administration of St Gemma's
4. To ensure protection and conscientious management of the property and assets of St Gemma's and to ensure proper investment of its funds
5. To ensure proper standards of clinical quality and safety
6. To act in the interests of all of those who use, work for, volunteer for, donate to or who are otherwise interested in St Gemma's rather than any local or sectional interest
7. To act collectively with the other Trustees, not as an individual, and to honour the collective responsibility for decisions properly taken
8. To disclose any pecuniary or non-pecuniary interest in a timely manner
9. To actively contribute to the annual review of Board performance
10. To approve the annual appraisal of the Chief Executive
11. To ensure the establishment of proper procedures for the recruitment, support, appraisal and remuneration of employees and that disciplinary and complaints procedures are in place
12. To ensure that the Charity Governance Code (<https://www.charitygovernancecode.org/en>) is followed at all times.

## Commitment

1. Trustees are appointed for a three year term of office, with a maximum of two additional terms, as described in the Governing Document. Within each term of office Trustees are expected to:
  - i. attend meetings of the Board (to be at least six per year, plus development and strategic planning meetings) and actively contribute their expertise
  - ii. contribute expertise to at least one Board Committee and offer advice to the other Trustees and employees drawn from personal experience and specific skills and contacts
  - iii. assist the Board and the Hospice Leadership Team in promoting the organisation's goals and values
  - iv. visit St Gemma's on a regular basis to become familiar with its work
  - v. take part in induction, training and appraisal processes as appropriate
  - vi. make regular declarations of fitness to serve as a Trustee
  - vii. act as an ambassador for the Hospice including supporting and attending St Gemma's fundraising and other functions and fostering support for St Gemma's from the Leeds community.
2. Trustees are required to ensure:
  - i. the Board's agreed position is represented when speaking publicly on behalf of the organisation.

## Conflicts of Interest

1. Trustees have a duty to:
  - ii. declare any potential conflicts of interest relevant to their Trustee role e.g. where the individual has an interest in company that may wish to provide a service to the organisation
  - iii. take steps to resolve any conflicts that may arise. In instances of private interests conflicting with trustee duties, the trustee must resolve this conflict in favour of the Trustee role or resign
  - iv. declare any financial interest in a matter under discussion and withdraw from the room unless he/she has a dispensation to speak
  - v. declare an interest in any matter which might reasonably cause others to think it could influence their decision. He/she should state the nature of the interest but may remain in the room and participate in the discussion
  - vi. consult with the Chair if in any doubt about the application of these rules.

## Remuneration and Expenses

1. The role of Trustee is voluntary and Trustees will not receive any remuneration for their services on the Board.
2. Out-of-pocket expenses incurred by Trustees in the course of carrying out the role will be reimbursed in accordance with the organisation's expenses policy.

# Person Specification

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We are looking for three experienced strategic leaders to join our Finance and Business Committee. You will have demonstrable commercial awareness and knowledge, with expertise in at least two of the following: financial management, business planning, risk management and governance.

Working with the Chief Operating Officer, you will be able to maintain an oversight on the charity's financial activities at a strategic level. You will be able to offer well-informed views, constructive challenge, and a commitment to best practice in relation to finance matters and their application in the charity sector.

This Trustee position requires:

## Knowledge and Experience

- Experience as a commercial leader with expertise in one or more of the following areas: financial management, business planning, risk management, digital innovation, investment management and leading culture change and service transformation.
- Senior level experience of operating at Board or senior management level from any sector. An understanding of the communities we serve is vital, as is demonstrating valuable and relevant experience, skills or knowledge.
- Experience of managing complex budgets and financial plans and their impact on strategic direction
- An understanding of governance and how Boards can best add value
- Demonstrable experience of building and sustaining relationships and partnership working
- An understanding of the communities we serve
- An awareness of key issues in palliative care, adult social care, healthcare and the voluntary sector would be desirable but is not essential

## Skills and abilities

- The ability to analyse and interpret complex financial information
- Ability to act as an ambassador for St Gemma's both internally and externally
- Ability to devote sufficient time and effort to St Gemma's
- Ability to work constructively and effectively as a member of a team
- Ability to think creatively and innovatively
- Outstanding interpersonal, communication and influencing skills
- Supporter and promoter of equality, diversity and inclusion

## Values and behaviours

- Commitment to St Gemma's objects and vision
- Alignment of personal values and behaviours to those of St Gemma's
- Impartial, fair and confidential



# Terms of Appointment

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## Time commitment

These roles require a time commitment of approximately 7 hours per month. (Please see Role Description for more detail regarding commitment)

## Remuneration

These are unremunerated roles.

## Length of appointment

All appointments are for an initial three-year term (renewable up to three times).

## Equality, Diversity & Inclusion

St Gemma's is fully committed to increasing the diversity of our Board. To this end, we welcome applications from candidates with different skills, life experiences and backgrounds.

# How to Apply

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If you would like discuss the role before making an application please contact Juliet Brown at Starfish Search on [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com).

To apply for this post, please go to <https://starfishsearch.com/jobs/st-gem-trustee/> and click on the apply now button, with the following prepared:

- A **comprehensive CV** (no more than three sides of A4).
- A **supporting statement (no more than two sides) that sets out why you think a role on our Board is the right move for you and how you meet the knowledge and experience criteria.**
- Details of **two referees** who we would be able to contact at shortlist stage.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

### Closing date:

Friday 24th February 2023

### Preliminary interviews with Starfish:

w/c 6th March and w/c 13th March 2023

### Interviews with St Gemma's:

24th April 2023 in person

