



# Recruitment Pack

## Chief Executive

# Welcome

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Dear Candidate

Thank you for your interest in the role of Chief Executive of St Gemma's Hospice. This is a fabulous opportunity for someone to embrace a wide and complex role in an organisation cherished across Leeds and respected nationally for pioneering and innovative approaches to palliative and end of life care.

We have been extremely fortunate to have had such an outstanding chief executive in Kerry Jackson OBE who has transformed St Gemma's during her time with us. She leaves the organisation in a strong position with our services rated outstanding by the Care Quality Commission and we are now seen as an integral partner in the Leeds health system.

We have a strong, effective Board of Trustees and Hospice Leadership Team. Clinical quality, financial stability and sustainability, strong governance and risk management are at the heart of our operations and we have a robust programme of continuous improvement. We are a leader in research, education and translating evidence into practice and work in partnership with the University of Leeds as the first University Teaching Hospice.

In our new chief executive we are seeking an experienced and proven strategic leader within a complex organisation, preferably within health and care. You will join a strong and dedicated leadership team committed to delivering excellence across the whole organisation. The ability to work collaboratively both internally and externally is crucial, and you will drive continuous improvement, building and developing effective relationships with all our staff and stakeholders. Excellent leadership, financial acumen, communication and team-building skills are a must and, of course, you will also be someone who cares deeply about the wellbeing of the people we serve.

St Gemma's is highly valued by the community of Leeds and our Hospice values of Caring, Aspiring and Professional are at the heart of all that we do. We recognise the importance and contribution of all – patients, families, those who work and volunteer for us, supporters and donors, partner providers of health and social care and our wider community. We cherish and build on the legacy of our founders as we seek to meet the changing needs of our population and we challenge ourselves and one another to ensure we make robust decisions for the benefit of all of those we serve.

If you have the passion, experience and qualities to become our new Chief Executive, we look forward very much to hearing from you.



**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, 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, spiritual and practical support.

## Our Services

The three core areas of St Gemma's services are: specialist palliative and end of life care; support to families, including bereavement support; and education and research.

Our specialist palliative care and end of life 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. St Gemma's Hospice has agreed that we will not support the provision of assisted suicide at the Hospice should the law change in the future, and this is detailed in our Articles and agreed with the Sisters of the Cross and Passion.

Our clinical care 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 disease, 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.

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.

St Gemma's Academic Unit of Palliative Care (AUPC) delivers a comprehensive internal and external training and education programme, helping staff to maintain and develop key skills and meet revalidation requirements and supporting professionals across the health and care system to provide excellent palliative and end of life care.

The AUPC operates in partnership with the University of Leeds as a leading palliative care research centre. The AUPC also translates evidence into practice, to ensure the continuous improvement of patient and family care.

## Our Activity

In the year to 31 March 2024 St Gemma's received 1,382 new patient referrals. Patients access our Community, Outpatient and In-Patient services and last year 37% 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 as well as nurse-led end of life care. The average length of stay is 12 days. Our specialist community nurses and doctors deliver around 19,000 contacts each year.

We also provide around 3,000 bereavement contacts for adults and children, train over 1,000 external healthcare professionals and support over 170 students on placement.

## Our Partnerships

St Gemma's is committed to working with stakeholders and partners. We have an established programme, Involve, working to understand and improve people's experiences of our care, improve access to St Gemma's services, respond to changing needs and reduce inequalities. We work with Healthwatch Leeds to hear the experiences of users of end of life care services in Leeds. St Gemma's has for many years been part of the Leeds Health and Care Partnership Leadership Team (formerly Partnership Executive Group). We are members of the city wide End of Life Board, and we are a delivery partner within the Leeds Academic Health Partnership. We are an active member of the thriving West Yorkshire Hospice Collaborative, bringing together all 10 hospices in the West Yorkshire Integrated Care Board (ICB) region. St Gemma's also hosts the Leeds Palliative Care Network.

## 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 West Yorkshire ICB core grant. We therefore need to generate around £10 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 the significant effects of Covid on the income of the Hospice brought into sharp relief the need for robust 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 2023/24.

## 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. Throughout 2023/24 we conducted a number of surveys. In our In-Patient Unit bereaved carers survey 100% of respondents were satisfied or highly satisfied with all key aspects of care, including personal care, ability to raise questions, privacy and dignity and the professionalism of staff. In our Community Services survey 100% of respondents felt listened to, respected and able to ask questions.

## Staff Engagement and Support

St Gemma's has around 300 staff and over 700 volunteers. We place a high priority on the engagement and wellbeing of our staff and volunteers, who work flexibly with resilience, compassion and generosity.

We engage staff and volunteers in many ways, endeavouring to provide good working conditions, a healthy work-life balance and development opportunities. We have an established wellbeing programme led by our Wellbeing Champions, we have recently updated our Freedom to Speak Up support, and we proactively seek the views of staff and volunteers about their experiences of working at St Gemma's.

We are now analysing the results of our 2024 staff survey, but our previous survey, undertaken with The Sunday Times Best Companies Survey, rated St Gemma's 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 reported that they 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 and we continue to address the issues raised 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.



# Key Data from Trustees Report



# 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:



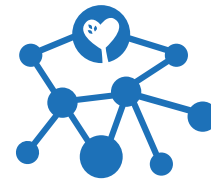
### Impact

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

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## Board of Trustees – Chair, Phil Corrigan

The Board of Trustees, chaired by Phil Corrigan and with Dr Jon Smith as Deputy Chair, 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 at least a quarterly basis:

- Clinical and Academic Governance Committee – Chair, Jackie Murphy
- Corporate Governance Committee – Chair, Dr Jon Smith
- Finance and Business Committee – Chair, Kim Gay

## 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.

# Hospice Leadership Team

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**Dr Mike Stockton**  
Chief Medical Officer &  
Consultant in Palliative Medicine



**Jason Kirk**  
Deputy Chief Executive & Chief  
Operating Officer



**Heather McClelland**  
Chief Nurse



**Kate Goldring**  
Director of Income Generation

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 Chief Executive and HLT are not members of the Board and have no beneficial interest in the company.

## Organisational Information

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>

# Job Description

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**Job title:** Chief Executive

**Reports to:** Chair of the Board of Trustees

The Chief Executive is appointed by the Board of Trustees and reports to the Chair of the Board.

The Chief Executive will provide strategic and operational leadership for St Gemma's Hospice, ensuring a continual focus on our core purpose, the provision of high quality services and placing the needs of local people at the heart of the Hospice.

The Chief Executive will be committed to the Hospice's vision, values and behaviours, a visible and present leader with an ability to inspire, motivate and empower others, with a strong commitment to staff and volunteer engagement and the development of effective internal and external relationships.

The Chief Executive will work closely with the Board of Trustees, Hospice Leadership Team and other senior colleagues to shape and implement the Hospice strategy, to ensure financial and operational sustainability, to embed effective governance and to pursue continuous improvement.

The Chief Executive will balance the preservation and celebration of the rich history of St Gemma's with the needs of our diverse local population.

## Strategic Leadership

The Hospice has a Strategy covering 2018 to 2028. Key areas of focus for the Chief Executive in the coming years as we approach the Hospice's 50th anniversary include:

- Responding to growing and changing needs in our patient population
- Growth, development and greater commercialisation of our external education offer
- Finalisation of our site development review and implementation of any agreed plans
- Securing and growing our NHS, trading and donor income
- Improvements to underlying systems and infrastructure

The Chief Executive will work effectively with the Board of Trustees and the HLT to deliver as a high performing team. The Chief Executive will provide direction and leadership, ensuring the voices of patients, families, staff and volunteers are heard and reflected in our plans.

The Chief Executive will foster a Hospice culture where staff and volunteers are engaged and where wellbeing is a priority, a culture which attracts, retains, develops and motivates people to work for and with St Gemma's Hospice.

The Chief Executive will form strong and effective relationships with key external stakeholders including health and care providers and commissioners, the University of Leeds, Hospice UK, policy makers and supporters.





## The Chief Executive will:

### Operational Management

- Act as the Responsible Individual for the Care Quality Commission with an absolute commitment to meeting the highest quality standards
- Ensure effective risk management and act as the Accountable Officer for Information Governance
- Ensure robust long term financial planning and effective financial management
- Develop and deliver effective reporting mechanisms for strategic, operational and financial performance
- Foster openness and good communication with the families served by the organisation and key stakeholders.

### Legal and Governance

- Support the Chair to ensure that the Board receives appropriate advice and information on all relevant matters to enable it to fulfil its governance responsibilities in a timely and effective manner.
- Ensure that the necessary resources are provided and the proper standards observed for the protection of people and St Gemma's assets, giving attention in particular to legal requirements, financial control systems, health and safety at work, data protection and the maintenance and security of property.

### Fundraising

- Oversee and support the delivery of the Hospice income generation strategy to ensure that funds are adequate to meet the needs of the organisation. This will include active involvement with fundraising activities, representing St Gemma's and building relationships with (potential) major donors.



# Person Specification

## Knowledge and experience

- Demonstrable track record of leadership in a complex environment, resulting in excellent performance to achieve services of the highest quality meeting the diverse needs of users.
- Strategy development and delivery.
- Financial and business acumen.
- Demonstrable record of innovation leading to the development of a flexible, robust organisation, which anticipates and contributes to changes in local, regional and national policy.
- Working successfully with a Board and senior management.
- Working successfully in partnership with relevant organisations in a complex, challenging and changing environment.
- Media management or public relations exposure.
- Health, social care or hospice environment is desirable (candidates from other sectors are welcome to apply).

## Skills and abilities

- Excellent communication skills, able to relate to people from all walks of life, coupled with an interpersonal style that will engage, motivate, inspire and enthuse staff, volunteers and donors.
- Ability to fulfil an ambassadorial role for the Hospice to enhance reputation and fundraising.
- Equally comfortable with strategy and with operational performance and issues.
- A demonstrable interest in the provision of specialist palliative care and an appreciation of clinical issues.
- Credible at Board level with the ability to instil confidence.
- Good diplomatic skills that build and maintain consensus.

## Styles and Behaviours

- Strong commitment to the values of St. Gemma's Hospice, including our commitment not to provide assisted suicide at the Hospice should the law change in the future, a commitment underpinned by the Catholic foundations of the Hospice.
- An inclusive leadership style – self-aware, grounded, energetic and pragmatic.
- Sound judgement and cultural sensitivity; demonstrates emotional intelligence and is empathetic in approach to others.
- The personal authority and credibility to command wide respect and confidence, internally and externally.
- Evidence of a positive and proactive attitude, motivated and intellectually sharp.
- Strong commitment to equality in service provision recognising the diversity of the community of Leeds.



# Terms of Appointment

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## Salary

The salary for this role is £110,000 to £120,000 per annum on a full-time permanent basis.

## On call

The Chief Executive is required to participate in the senior manager on call rota with a commitment of approximately 2 to 3 days per calendar month, attracting an additional payment of around £1,000 per annum.

## Location

Primary location is St Gemma's Hospice site in Moortown, Leeds. Travel required to St Gemma's retail units and to partner sites. Limited opportunity for home working by negotiation with the Chair of the Board.

## Pension

Transfer of NHS pension or St Gemma's Standard Life pension (7% employer contribution, employee contribution not restricted).

## Annual leave

33 days plus statutory bank holidays.

## Additional benefits

Free parking, subsidised Bistro and employee assistance programme

# How to Apply

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Kieran.Hughes@starfishsearch.com](mailto:Kieran.Hughes@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/st-gem-ce/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would 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:	16th September 2024
Preliminary interviews:	w/c 30th September 2024
Final Panel interviews:	23rd October 2024