



Candidate Brief for the Position of Trustee



**St Gemma's Hospice
August 2019**



Welcome from the Chair and Chief Executive



Dear Candidate,

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

We look forward to welcoming new Trustees to our Board this year 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. We have a robust programme of continuous improvement

at the Hospice and also play a key role in influencing the future of palliative care citywide with our hosting and leadership of the Leeds Palliative Care Network. We are a leader in research, education and evidence into practice; the first University Teaching Hospice and a partner of the University of Leeds.

Last year we developed our new Hospice Strategy with three pillars of Impact, Connect and Extend. This year the Board of Trustees approved plans for delivering this Strategy, building on the strengths of our current services and developing and transforming services for the future.

This role of Trustee is critical in enabling us to achieve our ambitions. 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. Financial stability and sustainability are key to all our plans.

We are looking for new Trustees to join our Board to complement and strengthen our existing skills and knowledge, specifically in either clinical care or in finance and business management, and to contribute to the work of our Board and its Committees.

You will bring professional skills to our Board and a proven track record of leading, influencing and driving change in your area of expertise or community. 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.

Meeting up to six times a year, the Board is responsible for setting the strategic direction of the Hospice and assuring good governance and financial probity. Our Board Committees meet four or five times a year.

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

Dr Peter Belfield
Chair of the Board of Trustees

About Us

Our History

St Gemma's Hospice was founded in 1978 by the Sisters of the Cross and Passion. The Hospice was 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.

At 31 March 2019 there were five members of the Board of Trustees who were representatives of the Sisters of the Cross and Passion. The remaining members of the Board of Trustees have been recruited for their experience and skills in relevant areas including 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 1,200 new patient referrals each year; patients access our Community, Day and In-Patient services and last year 27% 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 13 days. Our specialist community nurses and doctors deliver around 5,000 face to face patient consultations 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 26% of total income each year from the NHS Leeds Clinical Commissioning Group main grant. We therefore need to generate £7.6 million through fundraising events, corporate partnerships, lottery, community events, legacies and our chain of charity shops.

Raising the funds we need every year is challenging and this will grow further as both the need for care and complexity of care are expected to increase over the coming years. The Hospice reported a strong set of financial results for 2018/19 with total income increasing to £10.8m. This financial performance supports the achievement of our long term strategy and continued sustainability in the future.

Highlights and Achievements

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 the 2018/19 year was a survey of bereaved relatives about the quality of care for patients who died on the wards; 71% of surveys were returned, a very high response rate. 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 260 staff and over 900 volunteers. We are committed to staff wellbeing, engagement and development. We run regular feedback sessions with staff, have an ongoing health and wellbeing programme and hold an annual Staff Conference to communicate and engage with staff across the Hospice.

For the second year, St Gemma's took part in The Sunday Times Best Companies Survey. We achieved an improved ranking in the 100 Best Not-for-Profit Organisations, with very good levels of staff engagement. Staff value the chance to make a difference, the calm and friendly environment and their wonderful colleagues. The survey identified opportunities for further improving working life at St Gemma's; these are being addressed as part of our commitment to enhancing Hospice culture in areas such as working across teams and developing our leaders and managers. During the year staff from across the Hospice developed a new Behaviours Framework as part of our culture work.

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.

40th Anniversary Year

Last year we celebrated the Hospice's 40th Anniversary with a number of special events including A Night to Remember at Leeds Town Hall, a Mass of Thanksgiving at Leeds Cathedral and a 40 Faces photography exhibition. Over the last 40 years we have cared for many thousands of people with a terminal illness and supported their families and friends; as we have grown in size and complexity, we have always retained our vision of meeting the needs of individuals with care, compassion and skill.

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

Board and Committees

Board of Trustees – Chair, Dr Peter Belfield

The Board of Trustees, chaired by Dr Peter Belfield, 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, June Toovey

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

Corporate Governance Committee – Chair, Sue Ansbro

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

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.

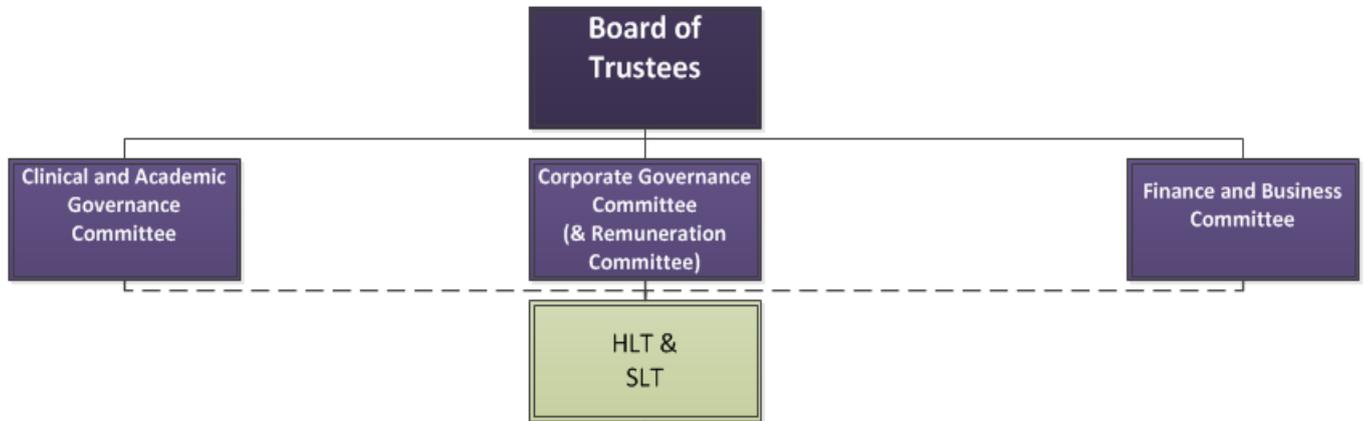
Scheme of Delegation

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.

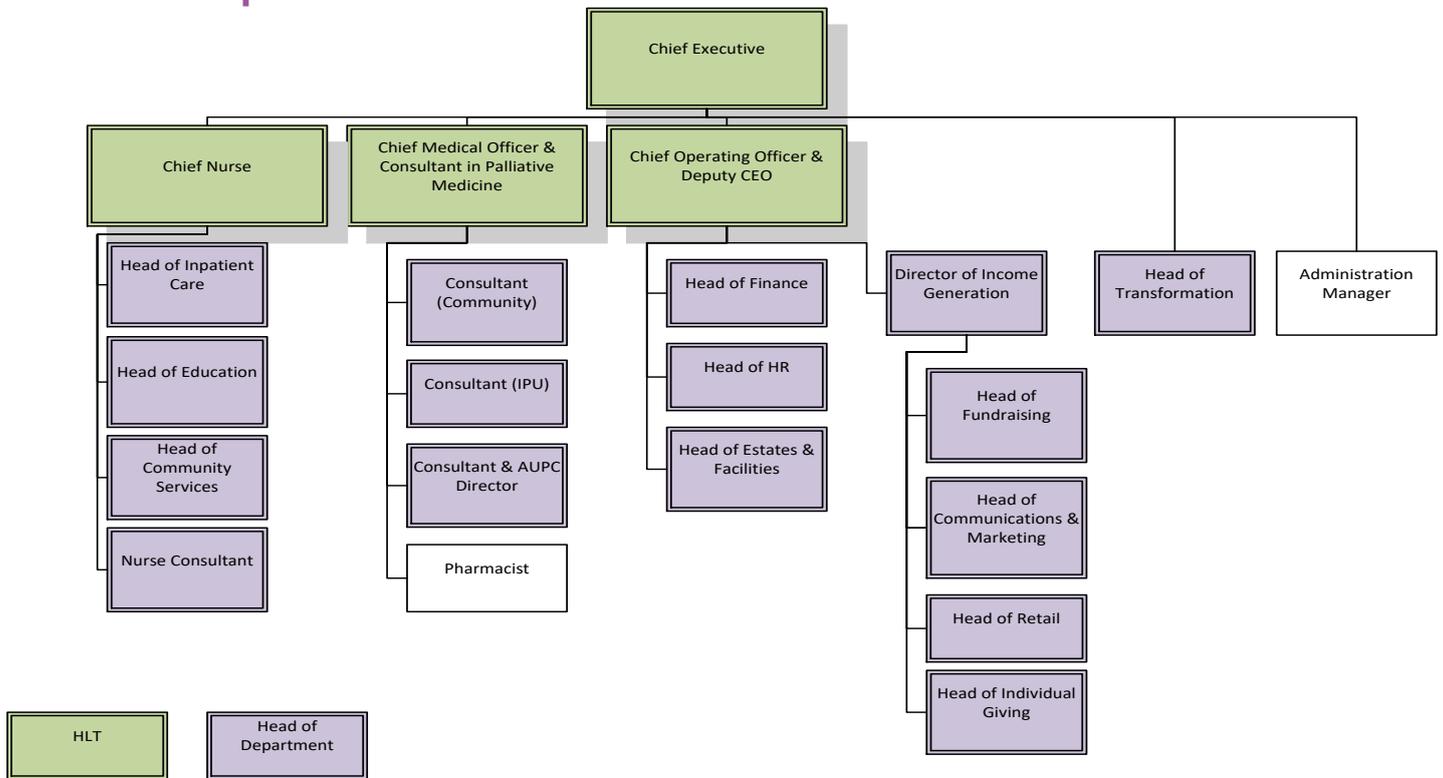
St Gemma's has a well-established Hospice Leadership Team (HLT), reporting to the Board and its Committees, leading on strategy development, overseeing the provision of Hospice services and managing risk. The HLT is supported by Heads of Department (together the Senior Leadership Team (SLT)), closely 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; and Chief Operating Officer, Jason Kirk. The Chief Executive and HLT are not members of the Board and have no beneficial interest in the company.

Organisation Governance

Meeting Structure



Leadership Team





Role Description

Role title:	Trustee
Accountable to:	Chair of the Board of Trustees ('the Board')
Appointed by:	St Gemma's Hospice ('St Gemma's') represented by the Board
Period of Appointment:	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 four 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:
 - i. 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
 - ii. 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
 - iii. declare any financial interest in a matter under discussion and withdraw from the room unless he/she has a dispensation to speak
 - iv. 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
 - v. 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

Knowledge and Experience

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. We are particularly looking for candidates to join these Committees:

- **Clinical & Academic Governance Committee:** A leader with experience of, or a particular interest in, specialist palliative or end of life care. This experience may come from health, social care, community development or direct experience of St Gemma's services.
- **Finance and Business Committee:** A commercial leader who may have expertise in areas such as financial management, business planning, risk management or governance.

All Trustee positions require:

- Relevant professional qualifications and training, including ongoing professional development
- Demonstrable experience of building and sustaining relationships and partnership working

Skills and Personal Attributes

- An awareness of key issues in palliative care, adult social care, healthcare and the voluntary sector
- Understanding of, and intention to meet, the legal duties, responsibilities and liabilities of a trustee
- Commitment to St Gemma's objects and vision
- Alignment of personal values and behaviours to those of St Gemma's
- 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
- Impartial, fair and confidential



How to Apply

To apply for this post, please submit:

- A **comprehensive CV** (no more than three sides of A4).
- A **supporting statement** that addresses the criteria set out in the person specification.
- Details of **two referees**

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on our website (www.st-gemma.co.uk/vacancies) as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

The closing date for applications is **25 September 2019** with interviews on **8/9 October 2019**.

Please indicate in your application if you are unable to meet the proposed interview dates. If possible, an alternative date in October may be made available.

St Gemma's is committed to equal opportunities and welcomes applications regardless of race, religion, gender, sexual orientation, age, disability, or any other protected characteristic. We encourage and welcome applications from all sections of society as we value the different perspectives this brings.

St Gemma's is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults who use its services and expects all staff and volunteers to share this commitment. The successful candidate will be required to complete regular safeguarding training.

All successful applicants will be required to follow a 'fit and proper persons process', required by regulation, which will include an enhanced Disclosure and Barring Scheme (DBS) check and two references.

To arrange an informal discussion with the Chair of the Corporate Governance Committee, please contact Jennifer Fletcher, Administration Manager, on 0113 218 5500.



Please note that there is a version of the candidate pack with additional photographs on the St Gemma's website: www.st-gemma.co.uk/vacancies