Information Pack

Care Director

Member of the Executive Team

Salary: circa £70k-£90k depending upon experience

Closing date: 10th September 2018

Interviews: 18th September 2018
Dear Applicant

We thank you for your interest in our Care Director role at St Christopher’s. We are keen to describe the post, the person we are looking for and the opportunities available to the successful applicant so that you can assess the degree to which you think that there is a fit between your aspirations and those that we hold. We realise that this is not the job for everyone but if you think that you could be happy here and effective in helping us realise our vision for St Christopher’s then we would love to hear from you.

We have been in post, in a joint role, for four years now and continue to feel enormously privileged to be leading this organisation. St Christopher’s has an extraordinary history, founded just over 50 years ago by Dame Cicely Saunders. In that time the organisation has served as an inspiration for, or helped to support, the development of hospice and palliative care across the UK and in many parts of the world. As importantly we are a major provider of hospice care to people living in SE London. This breadth of impact is one we want to continue to deliver, working collaboratively with organisations and individuals locally and further afield. We feel a responsibility to maximise the legacy left by Dame Cicely Saunders and more recently Dame Barbara Monroe, drawing on the expertise of partners in a reciprocal manner to achieve this.

We both believe very strongly in what St Christopher’s has to offer in the future, and we see clearly the potential that this organisation could realise. We are confident that we could have real impact at local, national and international levels hereon in, but only if we have the right people around us. Recruitment of the Care Director is an important appointment in this regard. We are also currently looking for a similar colleague who will fill a complementary role around finance and business.

So, the Care Director will be pivotal as we plan our next steps to achieving our strategy. Whilst there is much to be pleased about in relation to our reach and diversity of services to date – as described in the next section - we know that we cannot stand still. The Care Director role will be key to establishing new momentum and a clear direction in which we should all travel with particular reference to the care and support we provide. We are looking for someone who is prepared to think anew about the right approach for the future; who will acknowledge the significant achievements to date but also be prepared to challenge us to think differently as we look forward. We believe that we must reinvent ourselves now to ensure we continue to grow and to be effective in the future. We know we must be innovative in our thinking about how we address emerging challenges particularly those related to recruiting skilled professional staff whilst simultaneously coping with growing levels of need.

In response we want to consider blending social and health care; we also want to mobilise community interest and energy. We have plans for a new learning hub that will enable us to offer a variety of training to the public, as well as to professionals. We want to integrate those opportunities along with societal change with the provision of expert direct care and support.
You will find real appetite for change at St Christopher’s but naturally some concerns also. If successful at appointment you will need to be prepared to engage in ongoing change in a thoughtful and inclusive way. In return, you can expect to enjoy the help of a talented group of managers from a broad range of professional backgrounds who bring rich ideas and lots of energy to the challenge. You can also expect strong support from a small and committed Executive Team, of which you will be a part.

The successful applicant will have a proven record of reinventing services to meet emerging need, collaborating closely with other stakeholders including partners beyond the care sector. We are looking for someone whose experience is greater than the NHS or equivalent. We want someone with vision of a truly joined up and integrated set of services – to continue the work we have started to break down historical clinical siloes and support collaborative efforts across the organisation. You will be someone whose ambition is vocational and you will love the opportunities afforded by the voluntary sector. We have exciting plans already in motion around reinvention and pioneering a new way forward. In so doing we build on our history and the extraordinary work of Dame Cicely. What she achieved for people with cancer in the last 50 years or so, we aim to do for the new generations of people who die with inadequate care.

Yours sincerely

Heather Richardson and Shaun O’Leary
Joint Chief Executives
Our Vision, Mission, Strategic Priorities and Values

Our vision is of a world in which all dying people, and those close to them, have access to the care and support they need, when and wherever they need it.

Our mission focuses on the provision of skilled and compassionate end of life care of the highest quality, working with the local communities we serve.

In order to make these a reality we have developed five strategic priorities which give direction to all that we do. Our values, guiding the work of the organisation focus on six areas. These apply to all who work on behalf of St Christopher’s, including trustees.
A summary of our care

We exist to promote and provide skilled and compassionate care to people in the last phase of life. Reflective of our history we do this by simultaneously engaging in research and education alongside the direct delivery of care. Last year we provided education and training to at least 2,124 individuals from 45 countries. Our research activities in the same period include involvement in no less than 8 research projects and numerous contributions to publications spanning new books, book chapters, peer-reviewed articles and a variety of presentations at national and international conferences.

Care and support is offered to people at home (including care homes), through outpatient hubs and in an inpatient unit. We currently have 40 beds based on our Sydenham site, we provide outpatient services from our Sydenham and Orpington buildings and offer care at home to people living in Bromley, Croydon, Lewisham and parts of Lambeth and Southwark. In 2017/18 we cared for 3,753 patients or clients. In addition we provided support and help to 2,806 family members or carers, before or following bereavement. Our bereavement services include children and adult services and are offered by a mix of professional and volunteer counsellors.

Care at home is our biggest offering and spans specialist palliative care, coordination services for people who are frail and personal care for people deemed to be in the last year of life. At any one time we estimate that we are caring for around 1,082 at home. Around 872 people received inpatient care last year, with an average length of stay of 13.1 days. The number of people visiting our outpatient hub is in the region of 100 people a day. Bereavement support was received by 2,304 people last year.

The Care Transition Team (CTT) and its work

Until we recruit a Care Director, a team of managers with responsibility for overseeing various elements of service provision have been brought together to serve as the CTT. The areas of care and support incorporated into this team are described in the figure below.

It is envisaged that the new Care Director will provide line management to this group of staff, at least initially. In the longer term we realise that he/she may wish to amend the structure.

The CTT is working together to develop the Care and Support Strategy for the future. It contributes to the Wider Leadership Group that supports corporate leadership and has a strong working interface with the Consultant Nurses and Doctors groups.
The financing of our work

<table>
<thead>
<tr>
<th>Your donations</th>
<th>%</th>
<th>Amount (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>17%</td>
<td>£4.5 million</td>
</tr>
<tr>
<td>Legacies</td>
<td>32%</td>
<td>£4.5 million</td>
</tr>
<tr>
<td>Shops and Personal Care service</td>
<td>16%</td>
<td>£3.8 million</td>
</tr>
<tr>
<td>Investments</td>
<td>1%</td>
<td>£0.3 million</td>
</tr>
<tr>
<td>Education, fees and other income</td>
<td>29%</td>
<td>£1.2 million</td>
</tr>
<tr>
<td>NHS</td>
<td>5%</td>
<td>£6 million</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>£20.3 million</strong></td>
</tr>
</tbody>
</table>
Our year in numbers 2017-18

- **Number of people we provided care and support for over**: 6,500
- **Number of staff**: 583
- **Number of volunteers**: 1,350
- **Total cost each year to run our services**: £22m
- **The number of pounds we need to fundraise every year is**: £16m
- **Number of patients who stayed in our inpatient beds**: 872
- **Number of rehabilitation sessions delivered by our 25 Living Well at Home volunteers**: 249
- **Total out of hours calls received from patients and families**: 11,514
- **Total hours of care delivered by our Personal Care team**: 29,193
- **Number of countries we have provided Education and Training to**: 45
- **Number of families and children who received bereavement support**: 2,304
- **Number of people who accessed directly one of our Education events**: 2,124
- **Number of rehabilitation sessions delivered**: 8,516
- **Number of people who visited our Centres for support and wellbeing**: 1,452
- **Total likes on Facebook**: 6,388

Registered charity number 210667. Company number 601980
JOB DESCRIPTION

JOB TITLE: Care Director

DEPARTMENT: Care and Support Teams

RESPONSIBLE TO: Heather Richardson, Joint Chief Executive

ACCOUNTABLE TO: Joint Chief Executives (JCEs)

Primary Job Purpose

- To refine and implement a strategy for St Christopher’s that ensures the highest quality care and support available to patients, families, carers and anyone else seeking help from the organisation.

- To lead and manage a team of senior staff involved in the design and delivery of care and support on behalf of St Christopher’s.

- To strengthen and perpetuate strong, collaborative working relationships between the different teams providing care and support across the organisation.

- To be part of the Executive Team of St Christopher’s, working collaboratively with other directors and the JCEs to ensure the organisation achieves its aims and strategic priorities within its values.

- To act as the Registered Manager for the purposes of regulatory compliance with the Care Quality Commission.

Principal Accountabilities

Leadership of Care and Support services

1. Provide leadership and line management support to a range of leaders working at St Christopher’s, who contribute to the comprehensive and multifaceted offering of care and support available to patients, their families and carers. This will include care provided for people at home, in outpatients and in the inpatient unit. The care and support available attends to peoples’ physical, emotional, social, spiritual, practical and financial needs, delivered by a broad multi professional team of paid staff and volunteers.

2. Establish and oversee the enactment of a comprehensive strategy for the delivery of care and support on the part of St Christopher’s in the future. The strategy will recognise and respond to external changes and internal pressures and ensure that the organisation is fit for purpose for the long term. The post holder will regularly review the detail and effectiveness of the Strategy.

3. Create an annual work plan for enactment by the various teams involved in delivering care and support. This will form the basis of annual objectives for the Care Director and his/her line reports and reflect the business plan of the organisation.
4. Lead the meetings of senior managers involved in the delivery of care and support, currently known as the Care Transition Team. This group have responsibility for shaping plans for care and support and for their operationalisation in response to challenges and opportunities that arise. Ensure that this team continues to work collaboratively, creatively and in a way that feels supportive for all involved. Encourage and facilitate working links between this team and other leadership fora in the organisation where this is helpful in driving forward new initiatives of benefit to patients, families, carers and others seeking help from the organisation.

5. Advise the JCEs, the Executive Team, the Wider Leadership Group and the Board regarding strategic issues related to care and support that have impact for the corporate direction of the organisation.

6. Represent the organisation and its work at key external fora where the presence of a care director will position and represent the organisation most appropriately, delegating other similar opportunities to leaders within the directorate.

7. Work closely with the Medical Director ensure delivery of the highest quality of clinical and therapeutic care.

8. Contribute to efforts on the part of the Medical Director and others to ensure that St Christopher’s is a research active organisation.

**Corporate Leadership**

9. Contribute to the overall corporate development of the organisation as a member of the Executive Team by undertaking or supporting work related to developing the organisation’s strategy and organisational business plans. This will include regular attendance and contribution to the Wider Leadership Group and similar.

10. Seek out opportunities to support the work of services that fall outside the Care and Support Directorate but which are inextricably linked – for example Education and Personal Care. Integrate shared ambitions into the Care and Support Strategy wherever possible.

11. Contribute to the programme of education and training provided by St Christopher’s as part of the Learning Hub or its relationship with academic partners.

12. Contribute to the development and delivery of plans supporting the provision of care and support. These will include those related to user involvement, research, data management, leadership development and similar.

13. Actively contribute to the development of the organisation under the leadership and guidance of the Director of People and Organisational Development and the JCEs. Identify opportunities to enhance how the organisation works as a whole, in accordance with its values and good employer principles.

14. Contribute to the development of a workforce strategy for the organisation that reflects plans for care and support to be provided by St Christopher’s in the future. This strategy must take advantage of contemporary opportunities such as apprenticeships; give careful attention to the changing availability of the professional workforce and the requirements for a different skill mix and composition of staff and volunteers. The post holder may be required to sit on the Workforce Strategy Group.
15. Contribute to the work and function of the Board of Trustees as required, attending Board meetings on a regular basis and providing advice and help to its members. In addition support trustee recruitment, induction and ongoing training to ensure its members can fulfil their responsibilities effectively

16. Provide support for community and other fundraising events at which ET representation is required, negotiating this with other members of ET to ensure an equitable share of responsibility in this regard, particularly for events out of normal office hours

17. Deputise for the JCEs as necessary at their request in periods of absence at their request, sharing this role with other directors depending on availability

18. Appoint and support a Lead Nurse for the organisation who will ensure strategic development of nursing in the organisation reflective of national and international opportunities. Where appropriate, advise regarding similar roles for other professions represented in the St Christopher’s workforce

19. Act as Silver Commander in the event of a major incident in the organisation, or as Gold Commander in the absence of the JCES

Legal and Regulatory Compliance

20. Serve as the Registered Manager for St Christopher’s and act in accordance with the responsibilities of this role as articulated by the Care Quality Commission. Engage proactively with the CQC and other registered managers in the hospice sector and local area to share knowledge and expertise to the benefit of St Christopher’s

21. Work closely with the Head of Quality to ensure that the organisation as a whole is working consistently and effectively to meet the key lines of enquiry established by the Care Quality Commission. Regularly review the evidence available within the organisation in the event of an inspection and advise regarding changes required.

22. Actively contribute to the work of the Quality Governance Committee, serving as its vice chair. Work closely with the chair and Head of Quality to ensure that the committee is effective in its role of overseeing the quality of care and services provided by the organisation. Chair at least one sub-committee and/or contribute to the regular work of others in order to model and deliver a programme of improvement that reflects corporate priorities

23. Proactively identify opportunities for care related quality improvements including the care environment, engaging staff in plans for such improvement and supporting their efforts. Regularly review a variety of data related to the quality of services, identifying opportunities for training, research, audit and other activities that serve to redress any shortcomings in care
Professional Behaviour: Code of Conduct

The post holder must comply with their relevant professional code of conduct at all times, where this exists. All roles have identified competencies to which post-holders will be regularly assessed against.

A job description does not constitute a ‘term and condition of employment’. It is provided only as a guide to assist employees in the performance of their role. St Christopher’s is a fast moving organisation and therefore changes to employees’ duties may be necessary on occasion. The job description is not intended to be an inflexible or finite list of tasks and may therefore be varied from time to time, after discussion with the post-holder.

Safeguarding/MCA and DoLS

Staff are required to take responsibility in all areas of work for safeguarding people at risk (both adults and children) from any form of abuse or neglect. When delivering care and support, staff are required to comply with the requirements of legislation relating to care in the UK, including the Care Act (2014), and Mental Health Capacity Act 2005, which incorporates the Deprivation of Liberty Safeguards (DoLS). In order to achieve this, all staff are required to read St. Christopher’s Safeguarding Policy and Procedure and to participate in both regular training and training updates and to incorporate preventative strategies into their work, as applicable.

General

All employees are required to undertake the following:

- To make positive contributions to all internal and external quality and/or best practice measures/processes.
- To fully participate in the annual appraisal process, to agree targets and objectives with line managers and to report on activity against agreed targets on a regular basis.
- To fully comply at all times, with St. Christopher’s policies and procedures and to take responsibility for own actions/inactions.
- To fully comply with all mandatory and StC role specific training requirements
- To act in accordance with workplace legislation/requirements including Health and Safety, Equality and Diversity and Data Protection.
- To share and model St. Christopher’s values and expected behaviours at all times.
- To fully support and engage with St. Christopher’s fundraising activities and initiatives.
- To participate in all employee engagement activities including team, departmental or other staff meetings as required and to contribute to St. Christopher’s annual staff survey.
- To maintain professional registrations (where applicable) and to keep up to date with mandatory training and other training requirements within own area of specialism/responsibility.
- Those in managerial or supervisory roles are expected to support the teaching, training and development of staff, and in some cases volunteers, as appropriate.

A job description does not constitute a ‘term and condition of employment’, it is provided only as a guide to assist employees in the performance of their role. St Christopher’s is a fast moving organisation and therefore changes to duties and responsibilities may be necessary on occasion. The job description is not intended to be an inflexible or finite list of tasks and may therefore be varied from time to time in discussion with the post-holder.
### PERSON SPECIFICATION: Care Director

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educated to Master’s degree Level</td>
<td>✓</td>
</tr>
<tr>
<td>Qualification in health or social care</td>
<td>✓</td>
</tr>
<tr>
<td>Management/leadership qualification</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge and Experience</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Substantial experience of leading health or social care provision in the statutory, private or charitable sector</td>
<td>✓</td>
</tr>
<tr>
<td>Experience of working in the charitable sector as trustee, volunteer or employee</td>
<td>✓</td>
</tr>
<tr>
<td>Proven track record in a senior leadership role</td>
<td>✓</td>
</tr>
<tr>
<td>Significant experience of working in a multi-disciplinary team to develop, deliver and review care</td>
<td>✓</td>
</tr>
<tr>
<td>Working knowledge of end of life care</td>
<td>✓</td>
</tr>
<tr>
<td>Strong history of designing new services in response to changing needs on the part of users</td>
<td>✓</td>
</tr>
<tr>
<td>Experience of leading/contributing to organisational development</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills and Competencies</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proven ability to lead a broad team of health or social care professionals</td>
<td>✓</td>
</tr>
<tr>
<td>Competent in using Microsoft Office to a high standard</td>
<td>✓</td>
</tr>
<tr>
<td>Good influencing and negotiating skills</td>
<td>✓</td>
</tr>
<tr>
<td>Ability to manage a budget</td>
<td>✓</td>
</tr>
<tr>
<td>Good mentoring/coaching skills</td>
<td>✓</td>
</tr>
<tr>
<td>Proven evidence of contributing to a research active organisation</td>
<td>✓</td>
</tr>
<tr>
<td>Enjoyment of, and commitment to education and training of others</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personal Attributes</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confident and inspiring speaker</td>
<td>✓</td>
</tr>
<tr>
<td>Interest in, and commitment to, working collaboratively in a fast moving and changing organisation</td>
<td>✓</td>
</tr>
<tr>
<td>Professional and approachable</td>
<td>✓</td>
</tr>
<tr>
<td>Tactful and diplomatic</td>
<td>✓</td>
</tr>
<tr>
<td>Methodical and well organised with the ability to prioritise</td>
<td>✓</td>
</tr>
<tr>
<td>Self-motivated with the ability to work well under pressure</td>
<td>✓</td>
</tr>
<tr>
<td>Ability to identify innovative workable solutions to problems</td>
<td>✓</td>
</tr>
<tr>
<td>Flexibility in approaching work situations</td>
<td>✓</td>
</tr>
</tbody>
</table>
Terms of Appointment

Salary  
circa £70k-£90k depending upon experience

Hours  
Full time management contract based on 36 hours per week, although the post holder will be expected to work such hours as are reasonable necessary to carry out their duties.

Location  
predominantly based at our Sydenham site (with plenty of off-site street parking available) with frequent travel to other sites across our patch (which covers the 5 London Boroughs of Bromley, Croydon, Lambeth, Southwark and Lewisham)

Annual Leave  
Generous annual leave entitlement 28 days per annum plus Bank and Public Holidays normally observed in England and Wales - rising to 30 days plus bank holidays following completion of probationary period.

Pension scheme  
Successful post-holder will be eligible to join our contributory Aegon Pension Scheme – based on 4% employees and 5% employers’ contribution rates.

For existing members of the NHS Pension Scheme we may be able to continue to pay your existing contributions (employees and employers) through our Direction Body Status. Please liaise with our HR Manager for further details.

Probation  
Successful applicant will be subject to a probationary period of up to 12 months, during which time; suitability for the post will be assessed.

DBS  
Any offer will be offered conditional upon DBS clearance, which is satisfactory to St Christopher’s of an Enhanced DBS disclosure check.

References  
The post will be offered conditional upon receipt of two references which are satisfactory to St Christopher’s, one of which must be from your current or most recent employer.

Right to Work  
The post will be offered conditional upon confirmation of the successful candidate’s Right to Reside and Work in the United Kingdom.

Staff Benefits and Wellbeing

All staff can access a range of benefits from working at St Christopher’s. Please see our Staff Benefits and Wellbeing leaflet available on our website.
How to Apply

In order to apply for this role, you should go to www.stchristophers.org.uk/ where you will be able to access the application form and job description:

1. You should complete the application form outlining how you believe you meet the essential and if applicable, desirable criteria for the role, as identified within the person specification. The application form is available to download via our website www.stchristophers.org.uk. Please note, CVs will not be accepted and will not be passed onto the shortlisting panel.

2. The names of two referees (one of whom must be your current or most recent employer). Please note that St Christopher’s may wish to approach one of your referees during the selection process. Please indicate which of these you would prefer that we contact.

Where to send your application

- By email to recruitment@stchristophers.org.uk

Key Dates

- Closing Date for submitting applications: 4pm on Monday 10th September 2018
- The interviews will take on Tuesday 18th September 2018

Access

- We are a Disability Confident Employer, please liaise the HR Manager who will be happy to support you with any special arrangements to enable you to participate fully in the selection process.
Application Form Guidance Notes

Thank you for your interest in working for St Christopher’s. These notes have been written to provide you with some guidance on completing the application form.

General Points

➢ Please complete the whole form, with as much detail as possible to enable short listing. Incomplete forms are unlikely to result in being shortlisted for interview
➢ Please do not submit a CV
➢ Please refer to the job description when completing your application form.
➢ The person specification at the back of the job description lists the criteria against which the each candidate for the post will be assessed. The person appointed will be the one who most closely meets the criteria and who is able to demonstrate this through formal assessment.
➢ If you do not have enough space on the form at any point you may continue on a separate sheet of paper.
➢ The first 3 pages of the form, (which contains your personal details) will be removed by Human Resources prior to being sent to the shortlisting panel.
➢ All personal data will be treated confidentially and only those specifically authorised, will have access to it.

These guidance notes are split into the sections on the Application Form

Personal Details (page 1)
Please complete each section

Data Protection statement, Rehabilitation of Offenders and Self declaration (page 2)
St Christopher’s is expected to fully comply with our statutory obligations as a registered body with the Disclosure and Barring Service (DBS) including the requirement for staff to undergo either a standard or enhanced DBS check. Accordingly, St Christopher’s is entitled to ask exempted questions of staff and volunteers including prospective staff and volunteers, by virtue of the Exemption Order of the Rehabilitation of Offenders Act 1974.

➢ Please complete each section
➢ Please ensure that you indicate whether you have ever been convicted of any criminal offence (including cautions, reprimands or warnings)

Equal Opportunities (page 3)
There is no obligation to provide this additional information; the purpose of collecting this data will enable us to better support staff in a range of different ways.

Education, Qualifications and Training (page 5)
➢ Please give as many details as you can about your education and training including any formal or work based qualifications or training
➢ Please provide any details of professional memberships
Employment History (page 5 & 6)
Please include a brief summary of your main duties and responsibilities, starting with the most recent post.

Gaps in employment (page 6)
If you have had a break in your employment history, please give details about the dates and what you were doing at this time e.g. travelling, bringing up a family, studying or unemployed.

Supporting Statement (page 6 & 7)
- This is your opportunity to give information about your abilities, experience, skills knowledge and achievements from all areas of your life (e.g. home, work, leisure interests) which you believe will demonstrate how you meet the criteria contained in the person specification.
- It will help if you read the person specification carefully and make notes against each of the criteria about the things you have done or achieved that show that you can meet the criteria and then use these notes to help you complete this part of the form.
- Please remember that the short listing panel can only use the information you provide on your application and will not make assumptions or deductions. You need to provide evidence by describing or explaining the things you have done or achieved that demonstrate you can meet the criteria.

Additional Personal details (page 8)
- Please complete this section fully.
- We will ask to see documents that can evidence your eligibility to work and driving license if applicable to the role you are applying for.

References (page 8)
- Please provide us with two most recent employers who will be able to provide sufficient information that will assist with confirming your suitability for the job.
- If this is not possible please provide details of a person who will be able to comment on your work performance and integrity such as school/college/university/voluntary or community referee if more appropriate to your circumstances.
- Please note that referees should not be a family member or friend.
- We will not normally seek references before interview unless we have your permission.

Declaration (page 8)
Please ensure you sign and date your application.

Sending us your application form
Please return your completed application form before the closing date shown on the job advert.

You may send it via email to recruitment@stchristophers.org.uk

Or hard copy to The HR Department, St Christopher’s Hospice, 51-59 Lawrie Park Road, Sydenham, SE26 6DZ