

**Making Every  
Moment Matter**



**Director of Clinical Services**

**Candidate Pack**

March 2024



# Welcome from the Chief Executive

**Thank you for your interest in this role. It is an exciting and pivotal time to join St Luke's Hospice as we focus on transformational change for the future across all areas of our work.**



Our commitment to providing high quality clinical services, with patients and families at the heart of them, has never been higher. This new role of Director of Clinical Services is critical in leading and developing outstanding services for all our patients, families and wider stakeholders in Harrow and Brent; supporting and developing our committed clinical staff; and working with trustees and executive colleagues on our vision for the future.

We are seeking an inspiring leader with drive and ambition to join our highly motivated Executive Team, reporting to the Chief Executive, and working closely with our Board of Trustees and Clinical Governance Committee.

You will be confident in influencing and working collaboratively at all levels of the organisation, and externally with key stakeholders.

There are opportunities for you to really make your mark:

- Leading large-scale transformation projects including a review of our clinical services.
- Developing St Luke's clinical services to meet the new ICB 'Model of Care for Specialist Palliative Care Services' in North West London, and beyond.
- Contributing to the Hospice's new strategy development in 2024/25.
- Championing a culture of quality improvement, ambition and high performance.
- Putting patients and families at the heart of our clinical services.

We offer the opportunity for you to work for an organisation that will enable you to be autonomous, innovative, and one that embraces diversity and inclusivity.

If you feel inspired by the idea of joining our team, and can be a strong and influential clinical leader, we would love to hear from you.

**Lindsey Bennister**

Chief Executive  
St Luke's Hospice (Harrow & Brent)



# About St Luke's Hospice

**St Luke's Hospice cares for people approaching the end of their life in Harrow and Brent. We aim to give the people we care for the best possible quality of life, each and every day. Supporting local people and their families is at the heart of what we do – focusing on what matters the most to them is at the centre of our care.**

Founded by local communities in 1987, we have been providing free expert end of life care and support to local people both in the community and from our beautiful Kenton Grange building, surrounded by tranquil gardens.

Two thirds of our care is provided in the comfort of peoples' homes, as we respect that this is where most people would like to be looked after. Our specialist community team of nurses helps people to manage more complex needs whilst our Hospice at Home team supports people to remain in their own homes by providing practical care and support.

Our inpatient unit (IPU) at Kenton Grange cares for people in their final days, providing intensive care to help get symptoms under control or give respite care. Many of the people who are cared for in our IPU go home again.

St Luke's Hospice offers an holistic and person-centred approach to care, focusing not only on physical comfort but also on emotional, social, and spiritual well-being. We provide a wide range of expert care and support intended to keep people feeling well, independent and mobile for as long as possible. In addition to Hospice at Home and our IPU, alongside outpatient clinics, we provide a range of holistic care intended to support people's wellbeing including emotional support to patients, their families and unpaid carers, social work, spiritual care, complementary therapy and physiotherapy services. We also provide

bereavement support provided by staff and a group of trained, supervised volunteers.

In whatever way we are providing care, it is given with compassion and dignity and involves not just looking after the patient, but also includes supporting the people closest to them.

Our 24-hour helpline and referral service, Pall24, is run by a dedicated team of expert nurses who can give advice, provide a rapid response in times of crisis and effectively co-ordinate care, from arranging prescriptions, to getting vital equipment delivered – anything people need to avoid going to hospital and to stay comfortably in their home.

St Luke's Hospice is committed to working collaboratively and sharing our expertise with other health care professionals outside of the hospice. We have an extensive education offering, teaching nursing degree modules, and providing training and shadowing opportunities for GP's, junior doctors, nurses, healthcare assistants, care home staff and paramedics. We emphasise good working relationships with our amazing colleagues in the NHS and take a highly collaborative approach, working together to improve the experience of people who are approaching the end of their life.

The care we give is free of charge, available to all, and respects the cultures, religions and beliefs in our richly diverse community. We receive around 30% of our funding needed for our care from the NHS. The rest is raised from the amazing generosity of the local community and organisations who are a vital partner in our care, kindly supporting us through their donations and fundraising. We are also supported by a dedicated team of over 500 incredible volunteers who freely give us their time to support the best possible end of life care for local people in Brent and Harrow.



# Our Vision and Values

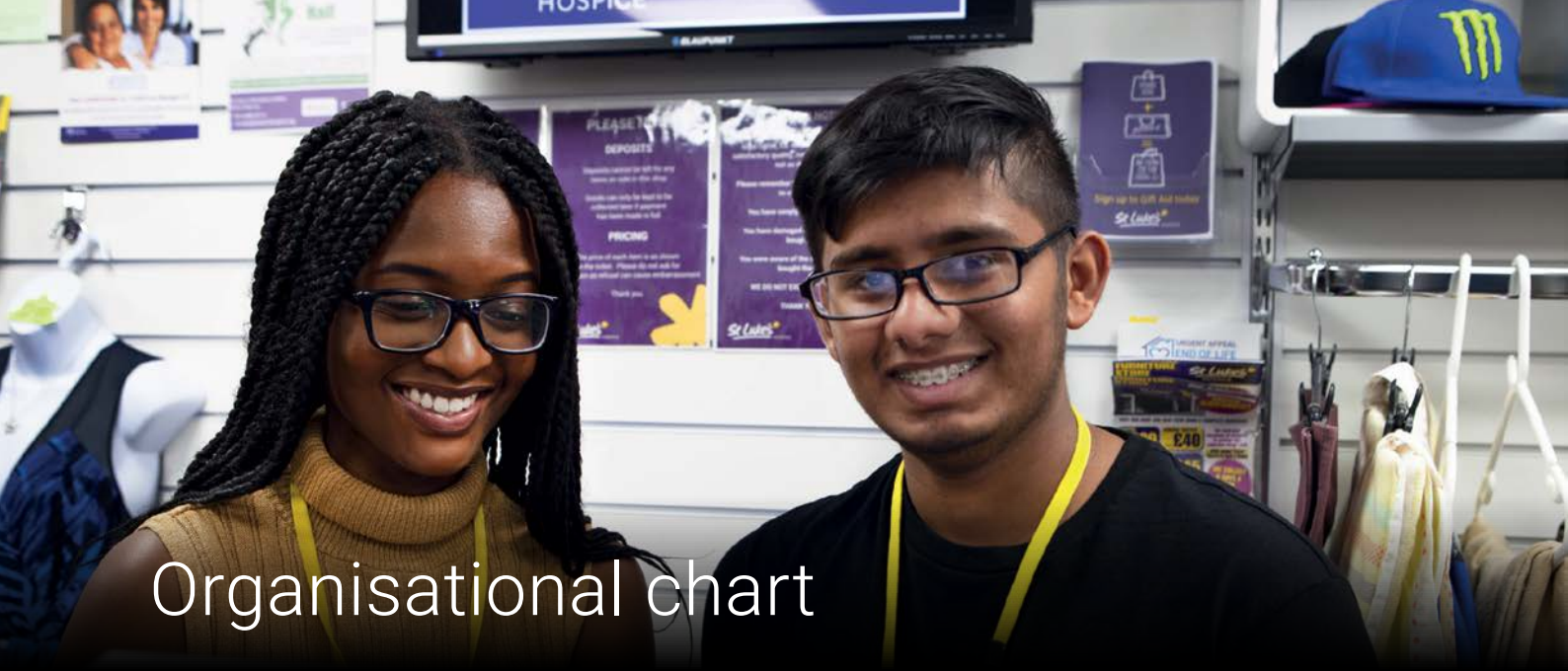
## Our Vision

- A world where people experience the best possible last phase of life.

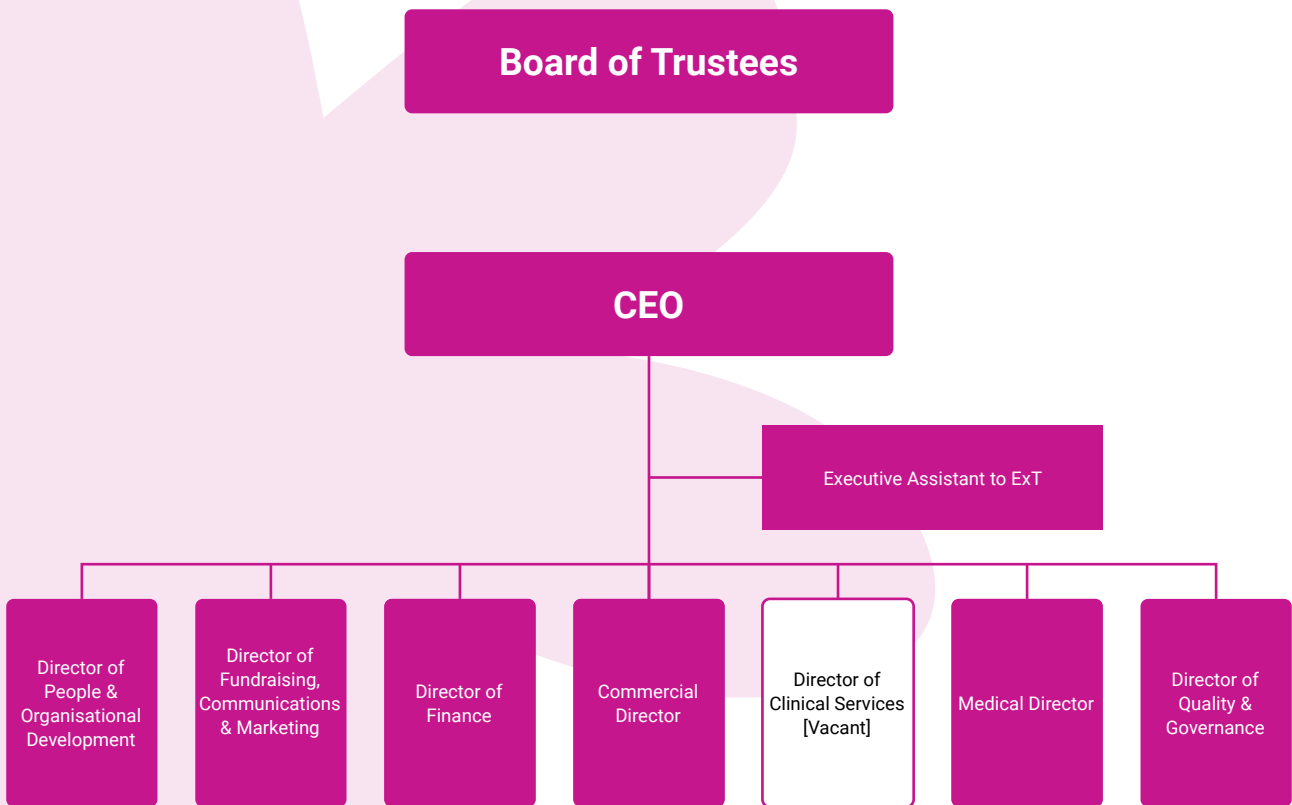
## Our Values

We will work on our mission in accordance with our values:

- **Caring** – Care for all those who deliver and need our services
- **Respect** – Demonstrate respect and be open minded, inclusive and approachable
- **Excellence** – Create an environment of continually achieving our goals
- **Inclusivity** – Strive to reach all sections of our community in all areas of our work
- **Empowerment** – Empower our community to live a better life



# Organisational chart



# The Role

**Job title:** Director of Clinical Services

**Responsible to:** CEO

## Key accountabilities:

- **Executive Director** at the Hospice and member of the Executive Team.
- **Registered Manager** for the Hospice and its services in accordance with the Care Quality Commission (CQC) and the Health and Social Care regulation.
- **Accountable Officer** in accordance with the Controlled Drugs (Supervision and Management of) Regulations 2013.
- **Caldicott Guardian**, ensuring that the Hospice satisfies the highest standards for handling person-identifiable patient information relating to individuals and their care, and in line with the Caldicott Principles.
- **Director** for Infection Prevention and Control.
- **Director** with lead responsibility for Safeguarding.

## Key relationships:

- Board of Trustees
- Executive Team
- Head of Departments
- External partners such as North West London Integrated Care Board, commissioners, other hospices, local acute trusts, Central London Community Healthcare NHS Trust.

## Job Purpose

The Director of Clinical Services is a key senior leadership role at St Luke's Hospice. It contributes to the strategic direction of the Hospice through membership of the Executive Team and is responsible for senior level decision making within the Hospice.

The role provides dynamic, inspirational and visible leadership for the Hospice's clinical services, ensuring the needs of patients and their families and carers are at the heart of everything that we do. It ensures services are of a high standard and meets regulatory and legal requirements.

## Services include:

- Inpatient Unit (12 beds)
- Community Services:
  - North Brent Specialist Palliative Care Team
  - Hospice at Home
  - Pall24 - 24 hour telephone support line
  - Fast track continuing health care brokerage service
- Outpatient services
- Patient and Family Support Services:
  - Social work services
  - Bereavement support
  - Complementary therapies

## Main areas of responsibility:

### Leadership: Strategy

- Develop and support the implementation of the overall hospice strategic vision in collaboration with Executive Team colleagues and trustees.
- Lead the development of strategies for clinical services to ensure transformation of services.

### Leadership: Clinical Services

- Professional lead on all clinical issues, providing accessibility and visibility within clinical services to patients, families, staff and volunteers.
- Lead, develop and manage all clinical services throughout the Hospice and in the community, extending reach and ensuring value for money.
- Take both a strategic and operational role in the development and funding of new services.
- Develop a culture of excellence, leading by example, with a strong focus on patients.
- Develop, review and implement clinical and other operational policies and procedures to ensure patient and staff safety.
- As Registered Manager, lead on all matters relating to CQC inspection, compliance, submission of provider information and reporting requirements.
- Lead the delivery of quality assurance and improvement programmes across clinical services, working in partnership with the Hospice's quality team.

- Work closely with the Medical Director and medical team on joint areas such as risk, clinical developments, standards and clinical governance.

### Operational Management

- Lead, motivate, drive and deliver change management.
- Develop and monitor annual operating plans, budgets and forecasts for clinical services.
- Ensure accurate management information is available to support service development.
- Provide information, data, reports, audits and evaluations to Executive Team, Board of Trustees, Clinical Governance Committee and other partners.
- Identify and manage risks across all clinical activities.
- Ensure clear, concise, accurate and legal documentation for all aspects of patient care.
- Develop, implement and review clinical policies and procedures to ensure that the Hospice adheres to best local and national practice in specialist palliative care.
- Monitor, coach and manage staff performance, addressing any issues in accordance with Hospice policy and procedures, best practice and/or professional codes of practice.
- Report complaints, investigate and report findings within the clinical area to the Chief Executive.
- Oversee and review relevant external contracts and service level agreements in line with the Hospice's Scheme of Delegation.

### Engagement

- Lead clinical services to ensure 'inclusive person-centred care' across all Hospice services.
- Lead and engage with a multi-professional team including clinical nurse specialists, nurses, associate nurses, allied health professionals, healthcare assistants, social workers, social work assistants, and complementary therapists.
- Work collaboratively with the Hospice's Medical Director and medical workforce.
- Regularly review the quality of patient care, including seeking the views of patients, their families and carers, stakeholders and staff.
- Build effective relationships with members of the Board of Trustees.
- Ensure effective relationships with funders, commissioners and Integrated Care Boards (ICB).

### Education and Development

- Ensure the clinical workforce is relevant, current and appropriate in relation to skill mix and capacity.
- Promote and support in-house education and training programmes and competency frameworks to ensure that the clinical workforce is fit to practise.
- Encourage, develop and support the continuous professional development of the multi-professional clinical team.
- Encourage high quality research that informs clinical practice.

### Other

- Report to, and support the Board of Trustees' Clinical Governance Committee.
- Take a positive approach to own personal development.
- Represent the Hospice externally including attendance and support at non-clinical events, including fundraising and awareness raising activities.
- Adhere to Hospice policies.
- Postholder may be required to undertake other tasks in agreement with the CEO.

# Person specification

## Experience and knowledge

### Essential

- Extensive senior management & leadership experience.
- Board-level experience.
- Experience of setting strategic direction and developing business plans in relation to clinical services.
- Experience of leading and implementing workforce development and cultural and organisational change.
- Broad knowledge and experience of health sector and commissioning of services.
- Sound knowledge of CQC requirements and other regulatory requirements applying to hospices for example, governance, quality measures and safeguarding.
- Experience of successful delivery of services to quality standards.
- Experience and working knowledge of clinical governance.
- Experience of developing risk management strategies.
- Experience of clinical audit.
- Experience of developing and implementing effective policies.
- Experience of IT based Patient Information Systems.
- Experience of managing & leading infection prevention and control practices.
- Experience of managing large budgets.
- Experience of managing and leading investigations relating to complaints and clinical incidents.
- Knowledge of the education and training structures for nurses and allied health professionals.
- Performance management experience.
- Ability to manage a large complex workload and competing demands.

### Desirable:

- Experience within hospice sector.
- Knowledge of voluntary sector organisations.
- Experience of working with a volunteer workforce.

- Knowledge of national health service frameworks, policies and guidance in palliative care, cancer and related conditions.

## Skills / Abilities

### Essential

- Demonstrate excellent leadership skills in a motivational and developmental manner.
- Demonstrate the ability to analyse, prioritise and problem solve.
- Demonstrate the ability to influence, persuade and manage conflict.
- Skills in workforce planning, recruitment and personnel issues.
- Ability to negotiate effectively at a senior level.
- Ability to interpret data at a strategic and operational level.
- Excellent communication skills.

## Qualifications / Training

### Essential

- Educated to degree level
- Health care professional/allied hcp registration
- Management/leadership training
- Evidence of ongoing professional development

### Desirable

- Post-registration experience in palliative care nursing.
- Evidence of Masters level study.

## Personal attributes

### Essential

- Professional, approachable, tactful and diplomatic.
- Strong commitment to equality, diversity and inclusion practices.
- Well-organised with the ability to prioritise.
- Self-motivated with the ability to work well under pressure.
- Ability to identify innovative workable solutions to problems.
- Flexibility in approaching work situations.



# Working at St Luke's

**Our Hospice-based staff work in a beautiful and scenic setting with award-winning gardens and surrounding parkland.**

**Salary:** £80,000 to £90,000 (depending on experience)

**Work-life balance:**

- **Generous annual leave entitlement** that increases with length of service.
- **Family-Friendly workplace** with opportunities for flexible working, part-time working, job share, and hybrid working (up to 2 days a week working from home).
- **Carers leave**
- **Study leave**

**Benefits:**

- Pension scheme with 3:6 employee/employer contribution
- Opportunity to retain/continue own NHS pension when joining
- Life assurance scheme
- Cycling loan scheme
- Free onsite parking
- Free 24/7 confidential advice via our Employee Assistance Programme
- Free eye tests
- Flu vaccinations
- Subsidised staff meals
- Free tea and coffee
- Blue Light Discount Card
- Discounted gym membership
- Shower/changing facilities
- Discounted physiotherapy services



# How to apply

The closing date for applications is **24 March 2024**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: **applications@hunter-healthcare.com**. All applications will be acknowledged.

If you would like to have an initial conversation, please contact our recruitment partners, Finn McNulty on 07966 006091 or email **fmcnulty@hunter-healthcare.com**

## KEY DATES:

Application Deadline	24 March 2024
Shortlisting	w/c 25 March 2024
Interviews	15 April 2024

# St Luke's

**HOSPICE**

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