



Wickland Westcott

Assignment Brief Chairman

East Cheshire Hospice

Prepared for



East Cheshire Hospice

Making every day count

January 2014

TABLE OF CONTENTS

1	Welcome	3
2	East Cheshire Hospice	5
2.1.	About the Hospice	5
2.2.	The In-patient Unit and the Sunflower Centre	6
2.3.	The Hospice Family	6
2.4.	Fundraising	7
2.5.	The Board of Trustees 2014	7
2.6.	Five Year Strategy 2013-18	8
2.7.	The Hospice Director	9
3	Role and Responsibilities	10
3.1.	Overview of the role of Chairman	10
3.2.	Role Purpose	10
3.3.	Role and Key Areas of Responsibility	11
3.3.1.	Ensure that the Board is working effectively	11
3.3.2.	Act as an Ambassador for the Hospice	12
3.3.3.	Act as Manager and Mentor to the Hospice Director	12
3.3.4.	Carry out Trustee Reviews	13
4	Person Specification	14
4.1.	Essential Experience	14
4.2.	Essential Skills	14
4.3.	Essential Personal Attributes	14
5	How to Apply	15

WELCOME

Thank you for your interest in becoming the new Chairman of East Cheshire Hospice when our current Chairman, Tracey O'Keefe, retires in September 2014. We are delighted that you are considering making an application. This candidate briefing document is intended to give you an insight into what we do, a feel for our approach and culture, and (most importantly) a grasp of the job we need our new Hospice Chairman to do for our patients and our community.

We occupy a distinctive and precious place in the life of our community.

The role of Chairman is vital in supporting the Hospice Director and his staff to ensure that we continue to deliver individual whole-person care to patients, and support their carers, to the very highest standards. At this point in our development, we need an experienced person who can provide leadership to a highly committed and very able Board of Trustees, work effectively with our Director and oversee the implementation and delivery of our strategic plans. The person who joins us will need to complement the skills and experience of the existing Trustees and, hopefully, add a new dimension to this already strong team.

Our five-year £4m refurbishment and new-build programme, which concluded in 2011, transformed our In-Patient Unit and the opening of our expanded Sunflower Day Centre gave us renewed energy; the appointment of a new Hospice Director and the recruitment of several new Trustees in 2012 allowed us to address the changing needs of our organisation; our 25th birthday in 2013 provided the opportunity to celebrate all that has been achieved since the creation of the Hospice and also to acknowledge the debt of gratitude that we, the Hospice Trustees, owe to the many people who contribute to its success; finally, the publication of our 5 Year Strategy last year focused attention on the future and where we hope to position the Hospice within the new world in which we find ourselves.

We expect our new Chairman to build on the strong base that has been established so that the future of the Hospice is fully sustainable and it continues to thrive as an important part of the local healthcare environment.

We occupy a distinctive and precious place in the life of our community, and are continually amazed by the depth and breadth of support for our work. There is no way that we could continue to deliver our services entirely free without the generosity shown by volunteers, donors and Friends – the Hospice receives less than 20% of its funding from the

Government and the remainder is donated by the communities we serve, and we need to raise almost £6,000 every day of the year to maintain current service levels.

Our new Hospice Chairman will bring a track record of effective working at Board level, an empathy for the work that we do and an authentic commitment to our aims and values. Working collaboratively with our Director and executive team, dedicated staff and passionate volunteers, including, of course, the other Trustees, you will also reach out to our partners and supporters to ensure that we are maximising our income and making the most of our resources.

We are proud and humbled by the Hospice's work over the past quarter of a century. This precious achievement belongs to everyone who has ever fundraised, worked, or been cared for by the Hospice. If you feel ready to help us care for and develop this wonderful organisation, we look forward to hearing from you.

The Trustees of East Cheshire Hospice

January 2014

2

EAST CHESHIRE HOSPICE

2.1. About the Hospice

East Cheshire Hospice provides special care for adults suffering from life-limiting illnesses for which there is no cure. We care for the whole person, meeting all their medical, emotional or spiritual needs, as well as helping with the challenges of daily living. We also support families and carers throughout what is inevitably a difficult period. Our mission is to make every day count for our patients and those important to them, and it's a mark of our commitment to celebrating life that the hospice is always full of laughter.

Supported by over six hundred local volunteers, East Cheshire Hospice is based in Macclesfield and cares for people throughout East Cheshire and parts of North Derbyshire, from Poynton to Congleton and from Knutsford to Buxton. Most of our patients suffer from cancer, but we also care for people with other conditions, such as heart disease, multiple sclerosis or motor neurone disease.

Staffed by specialist nurses, doctors and support staff, we have a 15 bed In-patient Unit where patients can stay for end of life care, rehabilitation, symptom control or respite care. The Unit is open 7 days a week, 24 hours a day. We have a busy Sunflower Centre, offering daycare and outpatient services which help local people continue to live independently at home. As a registered charity, all our services are completely free of charge to all patients.

The Hospice has a team of physiotherapists, occupational therapists and social workers who work in both the In-patient Unit and the Day Care Centre, whilst our chaplaincy team is always there to provide spiritual care and support. We offer art therapy and a range of complementary therapies, including acupuncture, reiki, reflexology and aromatherapy. We even have a hair salon where patients can get their hair done in a caring and supportive environment. Last year (April 2012 to March 2013) 248 patients were treated in our in-patient unit and 433 patients used the Sunflower Centre. There were approximately 1,000 therapies and 679 consultations offered in outpatients.

To read more about us, visit www.eastcheshirehospice.org.uk

2

2.2. The In-patient Unit and the Sunflower Centre

Our In-Patient Unit was extensively refurbished and extended in the first phase of our £4 million building development programme and was formally opened by Ryan Giggs in May 2008, providing state-of-the-art facilities for our patients and their families. The revised layout provides seven high quality single-bedded en-suite rooms and two four-bay beds, all equipped to the highest standards. It also includes a patients' lounge and overnight accommodation for relatives. The project was funded by a government grant, supplemented by the largest single legacy in the Hospice's history (£1.3m) and by private donations.

On 4th May 2011, Coronation Street actress and East Cheshire Hospice patron Samia Ghadie opened the Hospice's new Daycare and Outpatients centre, the Sunflower Centre, which formed the second phase of the building programme. Funded by capital grants from the Department of Health and by legacy and other gifts from supporters, the official opening marked the completion of a five-year building development which has transformed both the Inpatients and the Daycare and Outpatients areas, and enhanced the Hospice's capacity to provide a range of therapies on an Outpatients basis.

The new Sunflower Centre has a suite of high-specification treatment and consultation rooms for physiotherapy and a range of complementary therapies, a bright and cheerful art therapy room, a dedicated dining area and facilities to offer a wide variety of activities for patients. The grounds now also include a tranquil, enclosed garden where patients and visitors can enjoy nature and even grow their own produce.

2.3. The Hospice Family

In addition to our paid staff of around 100 people, the Hospice depends on the generosity of volunteers and our many supporters and donors. An integral and trusted part of the Hospice family, volunteers undertake a range of activities such as:

- Transporting patients to and from the Sunflower Centre
- General assistance on the ward
- Flower services
- Bereavement counselling
- Complementary therapists
- Reception, clerical or PC tasks

- Fundraising
- Charity shops
- General assistance in day-care

2.4. Fundraising

Our income generation activities are wide and varied, involving legacies, donors of all kinds, community fundraising, our own fundraising and events, retail, the Hospice Lottery and corporate fundraising. Many local businesses have a strong and long-standing connection with the Hospice, and we are very grateful for their continued support.

Our fundraising activities are creative and fun, helping people get involved and participate in a wide variety of ways. From the Hospice Lottery to the annual Christmas Tree Collection, from Midnight Walks to Firewalks and Skydives, from our high-profile Art Fair to balls, fun-days and coffee-mornings, as well as structured corporate giving, we are a permanent part of charitable giving in East Cheshire and people genuinely enjoy the chance to support us.

2.5. The Board of Trustees 2014

NAME	JOINED	ROLE ON BOARD
Tracey O'Keefe	2008	Chairman of the Board
Margaret Coyle	2009	Vice Chairman; Chair of People & Organisation Committee
Alastair Kennedy	2013	Treasurer; Chair of Finance & Resources Committee
Paul Morrissey	2012	Chair of Governance Committee; Trustee for Volunteers; Vice-Chairman designate
Dr Jon Beck	2012	Chair of Strategic Implementation Group; Strategic Development specialist
Annamarie Challinor	2013	Clinical/Nursing Trustee
Ken Gilliver	2013	HR Trustee
Malcolm Hooper	2012	Finance Trustee
Richard Jones CBE	2012	Health and Social Care specialist
Jane Stephens	2013	Chair of Income Generation & Marketing Committee; Change

2

		Management specialist
Dr. Alan Wills	2012	Chair of Patient Care & Clinical Governance Committee; Medical Trustee

2.6. Five Year Strategy 2013-18

Building on the solid foundations laid over the past 25 years, East Cheshire Hospice aims to deliver a range of services that will ensure that it is a key part of end of life care provision locally. There are four key priorities within the strategy, and these are summarised as follows:

- Priority One - Developing high quality services for the communities we serve.

This priority will be delivered through five programmes:

- Dementia Care
- The Sunflower Centre
- The Hub
- Inpatient Care
- Community Services
- Priority Two - Securing sustainable income to support our aims.

This priority will be delivered through two programmes:

- Major Donor
- Fundraising Strategy
- Priority Three – Working in collaboration and partnership to achieve our aims.

This priority will be delivered through three programmes:

- Training and Development
- Collaboration
- Community Engagement
- Priority Four – Ensuring that East Cheshire Hospice is an effective, efficient and thriving organisation.

This priority will be delivered through two programmes:

- Governance
- Organisational Culture

The Five Year Strategy can be viewed in full via the following link:
<http://www.eastcheshirehospice.org.uk/file/flipbooks/5yrstrategy/index.html>

2

2.7. The Hospice Director

Mike Pyrah joined East Cheshire Hospice as Interim Director in April 2012 and was appointed as Director in November 2012. Prior to his retirement in March 2012, Mike had a 34 year career in the NHS, half of that time as Chief Executive, undertaking this role for a Mental Health Trust in Wolverhampton and latterly for Central and Eastern Cheshire PCT. Mike has enjoyed a number of national NHS roles including being a Board Member of the NHS Employers and a member of the National Equality and Diversity Council. He is also a past President of the Healthcare People Management Association.

Mike lives with his family in Staffordshire. By agreement with the Board of Trustees, Mike is contracted to work at the Hospice for 4 days per week.

3

ROLE AND RESPONSIBILITIES

3.1. Overview of the role of Chairman

The Chairman is elected by the Board of Trustees for a 3-year term of office, with the option of a second 3-year term. During each term of office, the Chairman is “re-confirmed” by the Board annually prior to the Annual General Meeting, where the Chairman is formally elected by the Members.

After 6 years, the length of tenure may be extended under exceptional circumstances, which would require a vote to be taken at an Extraordinary General Meeting.

As this is an external appointment, the successful candidate will be co-opted to the Board of Trustees as a Trustee and Chairman Elect, joining the Board as soon as possible, and then formally proposed as Chairman at the AGM in September, on the retirement of the current Chairman.

The Board of Trustees is responsible for setting strategy and for its implementation by the Executive, and for making policy and decisions to enable the effective operation of the Hospice and the achievement of agreed goals. The Chairman of the Board provides leadership to the Board and ensures that it is working effectively. The Chairman also acts as Manager and Mentor to the Chief Executive and, most importantly, acts as an ambassador for the Hospice.

The Chairman may propose a Vice Chairman for appointment by the Board to deputise for the Chairman and to assist in the discharge of the Chairman’s duties.

3.2. Role Purpose

As a member of the Board of Trustees:

- To ensure that the Hospice pursues its objects as defined in its Memorandum and Articles of Government and complies with relevant legislation and regulations.
- To support the management and staff in the development and implementation of East Cheshire Hospice’s strategy and plans.
- To act at all times in the long term interests of the Hospice as a whole and of its beneficiaries, both current and future.

3

3.3. Role and Key Areas of Responsibility

In addition to the responsibilities of all Trustees, the role of the Chairman of the Board is:

1. To ensure that the Board is working effectively.
2. To act as an Ambassador for the Hospice.
3. To act as Manager and Mentor to the Hospice Director.
4. To carry out Trustee Reviews.

3.3.1. Ensure that the Board is working effectively

The role of the Chairman is to make sure that:

- Board meetings are effective and the Board has a realistic, planned annual workload.
- The Trustees have set the Hospice's overall strategy and policies.
- Decisions are clearly arrived at and recorded and their implementation is monitored.
- Financial matters are prudently accounted, audited and filed as appropriate.
- Assets are used to best effect in the interest of the Hospice.
- The organisation complies with the law, including charity and company law where appropriate.
- There is a clear and satisfactory process to identify and appoint the next Chairman.
- There is a process to recruit Trustees with relevant expertise, experience and personal qualities to maintain the strength of the Board, and for succession planning purposes.
- The Board reviews its effectiveness periodically and implements any changes as necessary.
- All Trustees receive appropriate advice, formal and informal training and information relating to their role.
- Trustees participate as fully as possible and are aware of the work being undertaken by other Trustees.

Specific duties:

- Chair full Board Meetings (6 per annum).
 - Prepare the agenda.
 - Review the minutes.
 - Ensure the contribution of all Trustees.
- Support the Director in the annual Strategy Days (1 ½ days).

3

- Agree the focus and content of the events.
- Secure the participation of other Trustees.
- Introduce and summarise the day.
- Chair the AGM.
 - Oversee the arrangements for the meeting.
- Ensure all reporting to outside bodies is correctly completed (legal, financial, clinical).
- Consider participation in Committees, where appropriate.
 - Standing Committees.
 - Ad hoc committees and working groups.
- Initiate a regular review of the composition of the Board to ensure that it is balanced and fit for purpose.
- Maintain an external focus and vision, keeping up to date with the changing sector of which the Hospice is part.
 - Attend (or delegate attendance at) the North West Regional Chairs' meetings and the Help the Hospices annual conference.
 - Meet regularly with key partners and collaborators, and with other Hospices.

3.3.2. Act as an Ambassador for the Hospice

The Chairman promotes the Hospice to the outside world, including potential donors and beneficiaries.

Specific duties:

- With the support of other Trustees, represent the Hospice at outside functions and key internal events.
- Develop potentially useful contacts.

3.3.3. Act as Manager and Mentor to the Hospice Director

The Chairman:

- Oversees the appointment of the Hospice Director.
- Meets regularly with the Hospice Director to ensure there is a business plan and that it is being implemented.
- Carries out an annual review of the performance of the Hospice Director and reports its conclusions to the Board.
- Identifies training and development needs for the Hospice Director via the annual performance review or during regular one-to-one

3

meetings and ensures that they are fully documented, with solutions identified and implemented.

- Works closely with the Hospice Director to ensure effective communication between the Board and the senior staff, and more widely to the Hospice's stakeholders.
- Supports the Hospice Director in carrying out his or her work and speaks on behalf of the Board in matters where immediate action is necessary and there is insufficient time to confer with the Board, advising the Board in due course ("Chairman's Actions").

Specific duties:

- Hold regular one-to-one meetings with the Hospice Director.
- Hold informal discussions as required.
- Agree objectives.
- Undertake the annual salary review related to the outcomes of the performance review.
- Lead the recruitment process or disciplinary process (if required).

3.3.4. Carry out Trustee Reviews

The Chairman:

- Meets informally with each new Trustee 6 months after appointment to check that everything is in order.
- With the support of the Vice Chairman, conducts, an annual cycle of Trustee Reviews, incorporating elements of self-review and feedback from other Trustees, the Director and a nominated Senior Manager.
- Ensures that each Trustee's training and development needs are shared with the Board and the Hospice managers.

4

PERSON SPECIFICATION

4.1. Essential Experience

- Significant experience of operating at a strategic level in an organisation within a Senior Executive, Non-Executive or Chair capacity.
- Developing and implementing an organisational strategy.
- Experience of influencing and implementing governance policies, ideally within a delegated leadership culture.
- Significant experience of working with local business networks and developing wide-ranging corporate relationships.
- A strong empathy with the aims and values of the Hospice sector.
- Significant experience of public speaking and presentations.

4.2. Essential Skills

- Good interpersonal skills with the ability to influence a wide range of internal and external stakeholders.
- Excellent communication skills with the proven ability to motivate and inspire.
- Proven leadership skills and qualities.
- Ability to act as an inspirational ambassador for an organisation.
- Ability to take a strategic view of an organisation and the wider social, political and economic context in which it is operating.
- Ability to delegate effectively.
- Self-sufficiency, with a high level of personal organisation.

4.3. Essential Personal Attributes

- A team player who is willing to commit to the mission, vision and values of the Hospice.
- Proven ability to work effectively at all levels, developing strong long- term relationships both within the organisation and externally.
- Viewed by all internal and external stakeholders as a highly approachable, professional and effective individual.
- Meets the 7 Nolan principles of public life.
- Able to commit the required time to undertake the role effectively.

HOW TO APPLY

If you are interested in being considered for this position please:

Forward an up to date CV with a covering letter which addresses the Person Specification to 6662@wickland-westcott.co.uk Please clearly quote reference number 6662 on your application

Should you have any queries regarding this role or require an informal discussion in terms of your suitability, please call Nick Roberts or Mike Spurr on 01625 508100.

Wickland Westcott will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

All applications will be acknowledged. A selection board will meet to consider applications, and Wickland Westcott will advise all applicants whether they have been selected for preliminary interview. Candidates who have been longlisted will be informed by telephone and invited to a preliminary interview with Wickland Westcott. Those who have not been longlisted will be notified by email.

The selection board will meet to agree the shortlisted applicants and candidates will be informed of the results by telephone. For those going forward there will be a need for informal briefings and psychometric testing as well as the formal interview. Details will be confirmed at a later stage in the process.

Schedule

Closing date for applications	Friday 28 th February 2014
Longlist meeting	Wednesday 12 th March
Wickland Westcott Interviews	w/c 17 th March
Shortlist meeting	Friday 28 th March
Final interviews	Friday 4 th April



London

2 Cross Keys Close
London
W1U 2DF

Tel: 0207 224 2071
Fax: 0207 486 6324

Yorkshire

Suite 403
Windsor House
Cornwall Road
Harrogate
HG1 2PW

Tel: 01423 536901
Fax: 01423 705668

Cheshire

Walker House
1 Walker Street
Macclesfield
SK10 1BH

Tel: 01625 508100
Fax: 01625 508101

A Global Partner of **BPI** group 