



CHAIR OF TRUSTEES

CANDIDATE INFORMATION PACK

Heart of Kent Hospice - Chair of Trustees Candidate Information Pack

Dear Applicant

Thank you for your interest in the role of Chair of the Board of Trustees of Heart of Kent Hospice.

Following the recruitment process, it is intended that the successful applicant will be put forward for election at the AGM in November 2021 in readiness to take on the role in the summer of 2022 when the current Chair will retire in accordance with our Articles of Association.

Heart of Kent Hospice provides exceptional care for people with a life-limiting illness in Maidstone, Tonbridge and Malling and surrounding areas and over the past 26 years has established an excellent reputation within the local community for the quality of its care. This has been further endorsed by the Care Quality Commission who have awarded us an overall rating of 'Outstanding'. This is a testament to the amazing work carried out by the Chief Executive, her Executive team and all colleagues and volunteers.

But there are challenges, in particular raising much-needed funds in the context of ever-increasing demand for our services and the impact of the COVID-19 pandemic.

We are seeking to appoint a confident, inspiring Chair of Trustees who is able to establish a strong and supportive relationship with the Chief Executive and to lead Trustees to influence and build consensus within the Board to take the Hospice forward at a time of ongoing development and change for the Hospice.

I hope that you will give serious consideration to applying for this role and we look forward to receiving your application.

Yours sincerely

Elizabeth Howe
Chair of Governance, Risk and Remuneration Committee

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BACKGROUND

Heart of Kent Hospice is an independent charity providing skilled, high quality care for those facing the challenge of a terminal illness, and support for their families. Our catchment area includes Maidstone, Aylesford, Tonbridge and Malling and the surrounding villages.

Our specialist teams provide tailored and individualised care for each patient and their family to help improve quality of life and make each day precious, whether this is at home, in the community or in the Hospice.

We employ around 130 colleagues and are supported by a significant volunteer workforce of over 500.

The Hospice depends heavily on its loyal supporters, whose generous donations and fundraising activity account for £4 out of every £5 spent on our services. We also receive funding from the government which accounted for 18% of our costs in 2019-2020.

Our running costs are in the region of over £5million each year. We raise money through a range of fundraising events and activities, trading via our shops, donations, legacies and our Hospice Lottery.

The Hospice mainly fundraises within its specific catchment area boundaries, being Maidstone, Aylesford, Tonbridge and Malling and the surrounding villages. We are dependent upon the support of the community we serve in order to continue our care.

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Our Patient and Fundraising Catchment Area



Our Vision

Everyone living with a terminal illness in our community will achieve the best quality of life.

Our Purpose

To enable people with a terminal illness in our community to live in comfort, with independence and dignity to the end of their lives, and to support those closest to them.

Our Values



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HISTORY

Heart of Kent Hospice first opened its doors in 1991 as a result of the dedicated local people who set up the Wishing Well Appeal to raise £1.3million to build the Hospice. HRH Diana Princess of Wales officially opened the Hospice in October 1992.

Since the Hospice opened it has cared for almost 17,000 patients (as at end 2020) and their families. In 2020 over £5million was raised through the huge generosity of local people who have run, swam, walked, cycled, organised events, made a donation or climbed mountains to ensure that we can be there for everyone who needs us.

In 1992 the Hospice opened its first retail shop in Maidstone. It now has 14 charity shops within the local area that provide a valuable source of income for the Hospice.

The Hospice has continued to significantly improve its facilities and offer a wider access to its services in the local community.

We are very proud that many of our colleagues and volunteers have worked for the Hospice since it opened in 1991. Over the years thousands of individuals have helped shape the Hospice but our core purpose has always remained the same, to provide compassionate end of life care, free of charge, to everyone who needs it.

SERVICES

Care at Home

Our Community Team and award-winning Dementia service, cares for over 900 patients in the community at any one time providing help and support to families in the community.

Occupational Therapy and Physiotherapy

This specialist Therapy team works with patients in the Hospice, in the community or at home to help them maintain their mobility and independence.

Inpatient Unit

The 10 bedded unit provides a safe and comfortable environment where patients can receive round the clock medical and nursing care.

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Family Support and Living Well

Our Family Support Team offers counselling, spiritual support and welfare advice to patients and their families. Our Living Well programme provides opportunities to enhance comfort, health and happiness through rehabilitation, therapeutic activities and peer-support.

Compassionate Neighbours

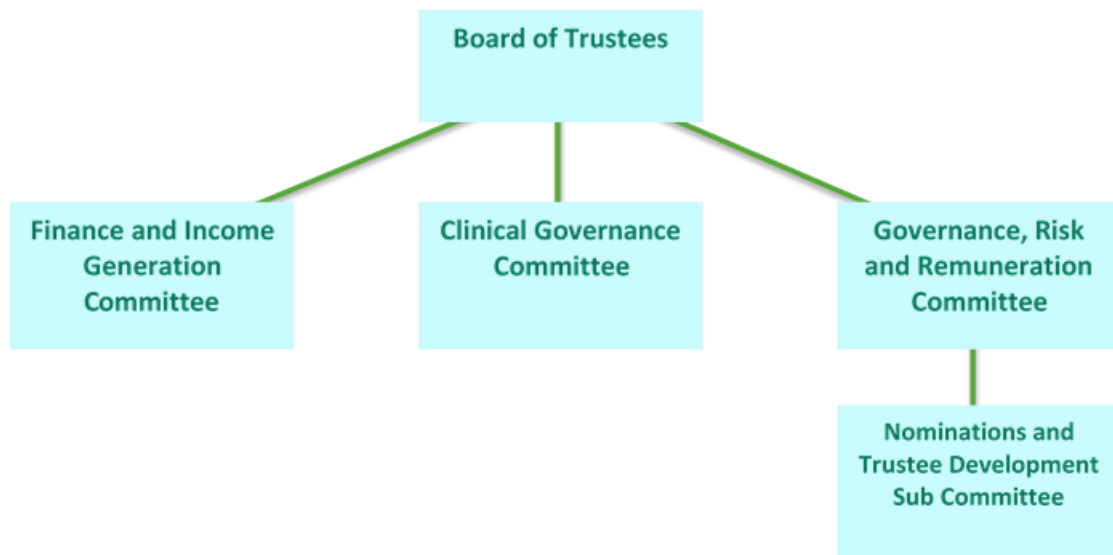
Our Compassionate Neighbours project aims to reduce loneliness and social isolation among people in our community living affected by terminal illness or frailty by connecting local people to our trained Compassionate Neighbours. The project offers companionship and emotional support for both those affected by illness and/or their care givers.

Education and Training

The Hospice aims to disseminate quality end of life care to the wider community by delivering an external programme of high quality palliative and end of life care training.

BOARD STRUCTURE

Board Committee



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The Hospice has 12 Trustees and a longstanding Patron, Lady Monckton.

Patron

Marianna, Viscountess Monckton of Brenchley

Board of Trustees

Jim Barker-McCardle	-	Chair
Simon Langworthy	-	Honorary Treasurer
Chris Collins		
Serena Cooper		
Dick Fedorcio		
Gary Hodnett		
Elizabeth Howe		
George Hunter		
Dr. Nick Jegard		
Sarah Pain		
Lorna Potts		
Hugh Smith		

Executive Team

Sarah Pugh	-	Chief Executive
Kerry Harrison	-	Patient Services Director
Dr. Georgina Parker	-	Lead Consultant in Palliative Care
Rachel Street	-	Finance Director
Ann-Marie Kelly	-	Income Generation Director

Life Presidents

David Bennett
Norma Bennett
David Swan

Honorary Ambassador

Kathrin Smallwood

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ROLE DESCRIPTION

Role summary

The Chair:

- Provides leadership and direction to the Board of Trustees, enabling the Board to fulfill its responsibilities for the governance of the Hospice and ensuring its effectiveness.
- Is responsible for the overall governance and strategic direction of the Hospice, working in partnership with the Chief Executive to ensure that the Hospice is run in accordance with the decisions of the Trustees and its governing documents, legal and regulatory requirements.
- Provides support to the Chief Executive in the effective management and delivery of the strategic aims and objectives of the Hospice.
- Ensures that the values of the Hospice underpin all of the Board decisions and the Hospice's activities.

Main responsibilities

1. Providing leadership to the Hospice and its Board by:
 - Planning, setting and chairing the annual cycle of Board meetings and AGMs, chairing and facilitating meetings.
 - Leading and supporting other Trustees to enable them to fulfil their responsibilities,
 - Leading the Trustees and members of the Executive team to develop, agree and regularly review strategic plans for the Hospice.
 - Creating a strong and profitable working relationship with Trustees and the Chief Executive through review and self-reflective evaluation of contributions and effectiveness of the Board.
 - Maintaining a clear grasp of the Hospice's financial position and ensuring full and timely financial transparency and information disclosure to the Board.
 - Facilitating regular review and discussion of major risks to ensure appropriate systems are in place to manage and mitigate those risks.
 - Facilitating change and addressing any conflict within the Board.
2. Enabling the Board to fulfil its responsibilities for effective governance by:
 - Reviewing the performance of the Board and the Trustees on an annual basis and implementing agreed changes.
 - Ensuring the Board collectively fulfils its duties to ensure the sound financial health of the Hospice, with systems in place to ensure financial accountability.
 - Delegating responsibilities and projects to the Deputy Chair as required.
 - Carrying out an annual appraisal of all Trustees.

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- Regularly reviewing the composition of the Board so that it reflects the skills, knowledge and experience needed, ensuring new Trustees are recruited to resolve skills gaps and succession planning.
 - Identifying training opportunities to strengthen the knowledge and capability of the Board.
 - Safeguarding the reputation and values of the Hospice.
 - Ensuring the Board reflects the values and culture of the Hospice.
3. Supporting the Chief Executive in their role by:
- Establishing a strong, effective and constructive working relationship with the Chief Executive to ensure the strategic aims and objectives of the Hospice are realised.
 - Ensuring regular contact with the Chief Executive in order to receive regular progress reports on the Hospice's work.
 - Supporting and managing the Chief Executive, whilst respecting the boundaries which exist between the two roles.
 - Conducting the annual appraisal of the Chief Executive in consultation with other Trustees.
4. Championing the work of the Hospice and supporting external relations by:
- Acting as an ambassador for the Hospice.
 - Acting as a spokesperson for the Hospice at events and with the media when appropriate.
 - Representing the Hospice at appropriate events and meetings.

Knowledge and experience

The Chair will possess the following knowledge and experience:

- Senior executive and/or non-executive experience in business, voluntary or public sector, ideally including experience of effective chairing.
- Track record of leading people with a wide range of skills and experience.
- Strategic planning and management at a senior level in business, voluntary or public sector.
- Proven ability to build strong relationships and networks.
- A good understanding of Trustee codes of conduct and good governance.
- Clear understanding of the distinction between governance and executive management.

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Personal skills and attributes

The Chair will demonstrate the following skills and attributes:

- Excellent communicator with strong leadership, strategic and facilitation skills.
- Collaborative style of leadership with the ability to listen and engage effectively with a wide range of stakeholders.
- Ability to make independent judgements and to communicate views with skill and candour.
- Tact, diplomacy and impartiality.
- Ability to work through complex decisions in a changing environment.
- Ability to establish strong relationships with other Trustees and the Chief Executive.
- Ability to effectively influence and build consensus within the Board.
- Commitment to the core values of the Hospice – compassion, integrity, being respectful and working together.
- A commitment to extending their knowledge and understanding of the work carried out by the Hospice.
- Ability to make the necessary time commitment and required flexibility to meet the requirements of the role of Chair.

TERM OF OFFICE

The Chair is elected by the Board and serves a five year period of office. Board meetings are usually held at Heart of Kent Hospice, Preston Hall, Aylesford. In addition to Board meetings, the Board has three Sub-Committees which meet quarterly – Governance, Risk and Remuneration Committee; Clinical Governance Committee; and Finance and Income Generation Committee. It is not expected that the Chair will attend all Committee meetings but it is encouraged that they attend some Committee meetings as part of their role overseeing the effective working of the Board.

Time commitment is anticipated as being two days per month to include:

- Meeting with Chief Executive once per month
- Annual appraisal of Trustees
- Chairing four Board meetings and the AGM
- Annual Board Away Day
- Attending events as an ambassador and spokesperson for the Hospice

The Chair is appraised annually and is supported by a Deputy Chair. The Chair will ideally live within Heart of Kent Hospice's catchment area (Aylesford, Tonbridge, Malling and Maidstone).

The role is not remunerated however expenses incurred are reimbursed as required.

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TO APPLY

Please send a comprehensive CV with details of two referees along with a supporting statement (not exceeding one side of A4) explaining why you are interested in the role and how you believe your skills and experience match the requirements of the role, directly addressing the person specification.

The closing date for applications is 5pm on Friday 26 March 2021.

The successful candidate will be offered the position subject to satisfactory references, appropriate vetting clearance and a DBS check.

FINDING OUT MORE

For an informal chat, call Sarah Pugh our Chief Executive on 01622 792200 or email sarah.pugh@hokh.co.uk

Link to our website: <https://www.hokh.org>

Link to CQC Report: <https://www.cqc.org.uk/location/1-116961648?referrer=widget3>