



Livingston James



together
we care

POSITION PROFILE

Chief Executive
Officer



Welcome Note from Chairman	3
The Organisation	4
The Opportunity	6
Preferred Candidate Background	11
Remuneration and The Recruitment Process	13



Welcome Note from Chairman



Dear Candidate,

Thank you for your interest in the rewarding position of Chief Executive Officer of Ardgowan Hospice in Greenock.

The Board of Trustees are seeking a talented individual who has the necessary professionalism, vision, credibility, commitment, resilience and leadership qualities to ensure that Ardgowan Hospice continues to deliver the highest level of quality care for the community of Inverclyde.

Ardgowan Hospice was founded in 1981 and this year we celebrate our 40th anniversary. Over the years, our team of dedicated staff and volunteers have earned a well-deserved reputation for delivering a highly valued quality service to patients and families living with a life-limiting illness and as the new Chief Executive Officer, you will have the opportunity to make a substantial contribution to the community, who support us so generously in many different ways.

In this role, you will oversee the continued development and delivery of our excellent specialist palliative care services to meet the changing needs of the community and you will also safeguard our long-term financial sustainability through effective, sound, financial management.

You will also enjoy the full support of the Board of Trustees with whom you will work closely, and we hope that the information detailed within the role profile will help you decide if this position is for you.

If you are interested in this opportunity to make a real difference and believe that you have the necessary skill set, expertise and qualities which we are seeking, we look forward to receiving your application which will be carefully considered.

Yours sincerely,

Keith A J McKellar

Chairman, Board of Trustees

Ardgowan Hospice



Ardgowan Hospice, founded in 1981, serves patients and families living with a life-limiting illness in Inverclyde and is the centre for specialist palliative care expertise for the area's population of approximately 80,000. Services are provided free at the point of access.

With 80 staff (approximately 69 full time equivalents) and just over 300 volunteers, our budgeted expenditure for 2021/2022 is £3.2m. Receiving £1.4m from the Health and Social Care Partnership (HSCP) under a Service Level Agreement for the provision of specialist palliative care¹ other income is secured through fundraising (donations, legacies, grants, and trusts); retail activities (six retail shops and a large furniture and electrical store); and our Hospice Lottery.

Our Vision is to provide access to the best possible care and support for everyone living with a life-limiting illness and our mission is to provide the highest quality care for patients and families living with a life-limiting illness. The motto of Ardgowan Hospice is '*Together we care*', and the key values that underpin all activities undertaken by the Hospice have recently been revised in line with this sentiment and are:

- **Compassion**
- **Appreciation**
- **Respect**
- **Equity**

It is an exciting time of development at Ardgowan Hospice in its 40th anniversary year; we are seeking to develop new models of care, both within the Inpatient Unit and in the community, and greater partnership working across the three Clyde Hospices (ACCORD Hospice, Paisley and St Vincent's Hospice, Howwood) and the NHS. The Hospice aims to promote excellence in palliative care through education, enablement, and support throughout the community.

Our services currently include:

- An eight-bedded Inpatient Care Unit
- A Community Nurse Specialist Advice service
- Patient and Family Support Services including social work, pre and post bereavement counselling and childhood bereavement support
- A Palliative Medicine service to hospitals in the West of Scotland, including dedicated Consultant support to Inverclyde Royal Hospital, Greenock
- Complementary Therapies
- Supportive Care and Specialist Palliative Care Out-Patient clinics
- Information, Education and Psychological support for patients and carers
- Physiotherapy

¹ Ardgowan Hospice is also part-funded by Inverclyde HSCP to provide a compassionate communities project – 'Compassionate Inverclyde'



As indicated above, the Hospice serves a population of around 80,000. The population of Inverclyde has been declining for over 20 years and fell by 18,000 (18%) between 1981 and 2001. It is forecast to drop by a further 14% by 2024.

Inverclyde is a diverse community with great variation of living circumstances; 42% of its people live in areas which are defined as the most deprived 20% across Scotland, with the most deprived postcode in Scotland being identified as central Greenock. Unemployment is above both the Scottish and United Kingdom national average, however, within the Hospice catchment are also areas of significant affluence, prime housing, and private education.

The inequalities of Inverclyde not only impact the life chances of its residents, but ultimately their mortality, with a varying mortality rate of eight years between the richest and poorest areas of the region. Despite this, Inverclyde is an area known for its strong, interconnected community and vibrant network of third sector organisations and its citizens are generous supporters of the Hospice which is at the heart of all areas of its diverse community.

Inverclyde is an area of immense beauty and is only circa 30 minutes by train from Glasgow and easily commutable by car. In a stunning location, next to the Clyde, the area offers active boating and water-sport activities and overlooks Argyll, the gateway to the Highlands, which is only 20 minutes away by ferry. Surrounding areas offer good family facilities; recommended restaurants; and excellent schools, both public and fee paying.

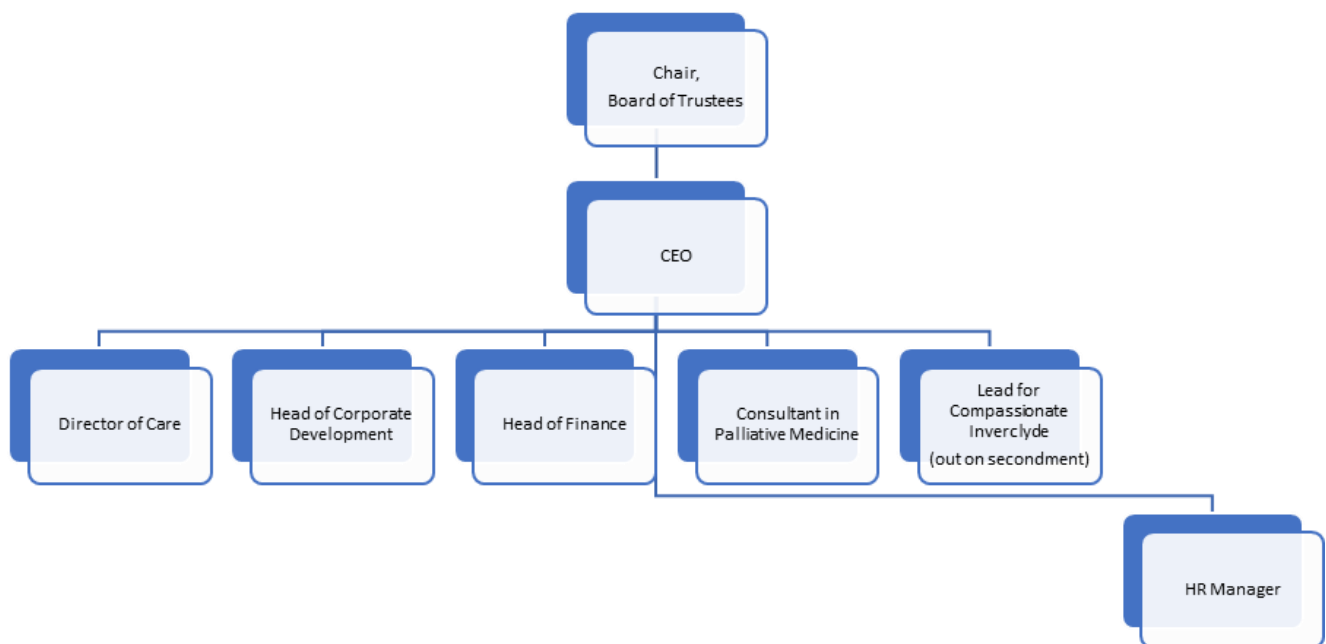
The Hospice is regulated by Healthcare Improvement Scotland and was last inspected in December 2019 with the following outcomes:

- People's experience of care and the involvement of carers and families = Good
- Safe delivery of care = Good
- Leadership of improvement and change = Good





Job Title: Chief Executive Officer
Reports to: Chair, Board of Trustees
Location: Greenock



Position Overview

Reporting to the Board of Trustees, as Chief Executive you will have overall responsibility for the strategic leadership and operational management of the Hospice, ensuring it continues to serve the local community by delivering a high-quality service that places patients and their families at the centre of all activities.

Ensuring that the Hospice meets its statutory and service obligations, **key priorities** in the role include:

- Working with the Board and key stakeholders to shape the future direction of the Hospice, including the development of a new strategic plan, encompassing a short, medium and long-term perspective
- Ensuring the Hospice continues to deliver high quality specialist palliative care that meets both the current and future needs of the community the hospice serves
- Overseeing the ongoing review, development, and implementation of new models of service delivery, proactively responding to the external health and social care environment and increasing demand for palliative care



- Ensuring the Hospice has sound resources, strong finances, and operates sustainably and efficiently meeting key business objectives and ultimately delivering value for money
- Developing effective relationships and partnerships across the Hospice sector and with key external stakeholders to ensure the hospice plays an active role in shaping and influencing national policy
- Ensuring the continued financial sustainability of the Hospice identifying opportunities to diversify income streams aligned to the Hospice's core mission and purpose
- Developing and maintaining an effective relationship with Inverclyde Health and Social Care Partnership's Chief Officer ensuring the Hospice receives appropriate levels of funding for the provision of specialist palliative care
- Working with the Board and senior management team to ensure effective utilisation of the Hospice's assets and resources with a strong focus on the capacity building, organisational development, resilience, sustainability, and impact of the organisation





Key Responsibilities

Strategy

- Prepare and present strategy proposals for recommendation to the Board ensuring agreed strategies are implemented and strategic goals achieved
- Develop annual plans, consistent with agreed strategies, for presentation to the Board for support
- Report progress against agreed strategies and plans on an annual basis to Board and key external stakeholders
- Oversee the development of a property strategy to support the delivery of the Hospice's long-term strategic objectives
- Promote an organisational culture that fosters learning and continuous improvement and ensures that an education, training, and development strategy is in place for all staff and volunteers
- Engage with key stakeholders and partners in the development of the Hospice strategy

Management and Leadership

- Provide inspirational leadership to staff, volunteers and supporters promoting the values of the Hospice
- Manage staff fairly and effectively, ensuring that all legal obligations are met and that all policies and agreements are implemented
- Lead, manage, support, appraise and develop the senior management team, the Consultant in Palliative Medicine, Lead for Compassionate Inverclyde, and the HR Manager, setting goals and standards in line with the strategic plan for the Hospice
- Work with the senior management team to ensure the formulation and delivery of annual and strategic budgets and related business plans
- Maintain and develop effective inter-departmental communication and productive working relationships between staff and volunteers across the Hospice
- Ensure that the Hospice's strategy and allocation of resources both enable and guide the best possible productive pursuit of local and national palliative care objectives
- Focus on strategic issues and priorities to ensure required organisational performance is achieved
- Supervise the formulation of policy proposals for consideration by the Board
- Champion and support innovation, service redesign, team working and creative partnerships
- Lead and manage change effectively
- Recognise the contribution which both staff and volunteers make to the life and work of the Hospice by seeking opinions and involving them in the development of the organisation



Partnership Working

- Act as a visible and accessible figurehead fostering public confidence in the Hospice and establishing and maintaining effective networks
- Work openly and transparently with the Health and Social Care Partnership (HSCP) to develop effective long-term funding arrangements for the delivery of Ardgowan Hospice specialist palliative care services
- Ensure the Hospice shares good practice and collaborates with the HSCP and with the Scottish adult hospices in the development of efficiency and productivity programmes to achieve best value for money and avoid duplication of effort
- Establish effective relationships with key governing bodies particularly NHS Greater Glasgow & Clyde and Healthcare Improvement Scotland
- Collaborate with Chief Executives from other Hospices, particularly those in NHS Greater Glasgow & Clyde, to share good practice and promote improvements in the quality of care, efficiency, and value for money
- Proactively contribute to appropriate local and national groups, including the Scottish Government cross parliamentary group in palliative care
- Develop an understanding and shared commitment to the aims of the Hospice by effective communication with the general public, partner organisations, national and local politicians and the media

Income and Expenditure

- Oversee the development and implementation of an innovative income generation strategy that enables the Hospice to achieve its strategic and operational aims
- Work closely with the Head of Finance to ensure income targets and individual department budgets are set and appropriately monitored and that sound financial controls and practices are in place and operating effectively
- Encourage donors to continue to support the Hospice by communicating our appreciation, by keeping them informed of the work of the Hospice and explaining how we use the funds they give us to provide the best possible care and support for people living with a life-limiting illness
- Oversee the Hospice Lottery ensuring it operates effectively and provides a predictable stream of income
- Provide accurate reporting at Board meetings on progress towards agreed financial targets and of expenditure against agreed budgets ensuring the long-term sustainability of the Hospice

Quality & Governance

- Through effective governance arrangements, compliant with national and professional standards, ensure the quality of Hospice services and high standards of patient-focused care and services are safeguarded, continuously monitored, and improved



- Protect the rights and safety of patients and families receiving care from the Hospice ensuring that Healthcare Improvement Scotland finds the Hospice compliant with all extant standards and requirements
- Work with patients and carers to ensure that the Hospice's services are responsive to their needs and that policy and planning decisions are patient-focused
- Investigate any incidents or complaints in line with Hospice policies and procedures

Board of Trustees

- Provide timely and accurate information and relevant KPI reports, (e.g. Balanced Scorecards) to enable the Board to discharge its duties
- Advise and inform the Board of any matters likely to adversely affect the position, resources or reputation of the Hospice or the interests of the patients and their families cared for by the Hospice
- Advise the Board on the strategic direction and long-term financial viability and stability of the Hospice, effectively considering the Hospice's strategic aims
- Directly contribute as a member of the Board's committee structure, which includes Clinical Governance and Performance; and Finance, Resources and Risk

Other

- Ensure a strong positive public image of the Hospice is maintained at all times
- Provide a visible, accessible, and authoritative source of assistance, advice and support for staff, patients, and their families





Candidate Profile

A compassionate, solutions focused and visionary leader, you will have proven experience at senior management / executive level gained within a healthcare environment. As an accomplished communicator, you will have instant credibility when engaging with both internal and external stakeholders, coupled with the ability to work with a diverse range of stakeholders, creating partnerships and encouraging increased collaboration.

Education, Training and Qualifications

Essential

- Educated to degree level, with a post graduate level and/or professional qualification in a relevant subject (business, management, or clinical discipline) or relevant and appropriate experience
- Experience of managing senior and professionally qualified staff and of working with a Board of Trustees
- Significant experience of working in the charitable sector

Desirable

- Evidence of continuing, relevant professional and personal development, particularly, with regard to management or leadership
- Evidence of supporting personal development of others

Skills and Experience

Essential

- A proven track record of strategic leadership coupled with experience of managing, developing, and influencing others to deliver results, engendering a culture of team working
- Demonstrable record of establishing a strong performance culture, inspiring, motivating and empowering people to meet corporate objectives and deliver services that are responsive, patient-focused and achieve results
- Relevant experience in developing or re-designing services to and in response to an increase, change in demand, or financial constraint
- Direct involvement in translating broad strategies into specific objectives and action plans and align processes and systems to achieve strategic priorities
- Experience of effectively managing resources and budgets, as well as experience of delivering long-term financial sustainability and value for money



- Strong political acuity coupled with knowledge of, or the ability to quickly gain an understanding of, the regulatory and wider policy landscape in relation to palliative care and end of life care in Scotland
- Strong stakeholder management experience coupled with a proven track record in building and maintaining a wide range of collaborative relationships and partnerships
- Previous involvement in designing, leading, and implementing organisational and cultural change in a manner that inspires, motivates, and engages all employees
- A good understanding of positive governance ideally with direct experience operating at Board level
- The ability to organise and undertake a diverse workload, manage constant and often conflicting work demands, whilst still achieving competing deadlines and targets

Desirable

- A proven track record of successful corporate management, leading the formulation and delivery of corporate vision, strategies, policies, and objectives
- An understanding (and preferably direct experience) of operating in an environment reliant on voluntary funding
- A track record of seeking out and developing new income streams and resources
- Evidence of success in building and enhancing the reputation of an organisation - locally, regionally and nationally
- A proven track record of effective decision making within a complex political/partnership environment

Personal Attributes

- A strategic thinker with creative and pragmatic problem-solving skills
- Excellent communication and influencing skills coupled with the ability to give articulate, comprehensive and persuasive presentations to a wide variety of audiences, including the media
- Intellectual flexibility to move easily between significant detail and the bigger picture
- Willingness to listen and take opinions of internal and external stakeholders into account
- Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for that advice
- Commitment to Ardgowan Hospice's mission and its ethos, placing significant value on quality of life, dignity, privacy and individual choice



Remuneration

Salary: £70,000

Pension: NHS Pension Scheme or Defined contribution scheme*

*If you are not an active member of the NHS Scotland Pension Scheme you will be enrolled onto the Defined contribution pension scheme

Holidays: 27 days + 8 public holidays

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James.

Interested candidates should provide a tailored CV and covering letter for Douglas Adam at douglasadam@livingstonjames.com

Applicants will be longlisted / shortlisted by matching the details given in their CV and covering letter / supporting statement against the job description. We would therefore ask candidates to provide clear evidence to show how your experience, skills and knowledge match those requirements as well as why you are interested in the role.

Recruitment Timetable:

Closing date for applications: Monday 4th October

Shortlist meeting (Ardgowan Hospice & Livingston James): Tuesday 19th October

Panel Interviews: Friday 29th October

Ardgowan Hospice is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.