



**St Luke's**  
Hospice Plymouth



## **Candidate Brief for the position of Chief Executive**

St Luke's Hospice Plymouth | October 2024



## Covering letter from the **Chair of Trustees**

On behalf of the board of trustees, thank you for your interest in the role of Chief Executive Officer (CEO) of St Luke's Hospice Plymouth.

We can think of no better cause and organisation for a committed and dynamic professional to lead than this one. St Luke's is an exceptional charity and fully deserves the fine reputation and support we have enjoyed for more than 40 years.

The person appointed to this role will assume both the immense privilege and responsibility of becoming Chief Executive of St Luke's at a time when our team is embarking on an exciting new three-year strategy with exemplary patient care at the heart of everything we do.

St Luke's Hospice Plymouth is known, trusted and supported by the families who need our service, and by our local community across Plymouth, South West Devon and East Cornwall.

In this role, every day you will be privileged to see the very best of the goodwill and generosity that exists for us across the communities we serve, as well as the difference that our hospice service makes to the families that we support. Our most precious responsibility at St Luke's is to act as that trusted and professional channel between the good will and generosity of our supporters and some of their most vulnerable members of their local community.

If you are appointed as our next CEO, you will lead a talented, creative, resilient, diverse and dedicated team to maintain our reputation and keep building on our successes, while exploring new ways to expand our impact.

This is a rare opening for a new Chief Executive, with both clinical and commercial experience, who shares our values of professionalism, integrity, compassion and respect. The successful candidate will join us at a crucial time in St Luke's development, using their experience and skills to lead our large, complex charity and ensure we have the reputation, brand profile and resources to deliver on our strategy.

**Nick Thomas, Chair of Trustees  
St Luke's Hospice Plymouth**

The majority of our care is delivered in patients' homes.



*St Luke's has annual running costs of more than £13m.*

*Just 24% of those costs are funded by the NHS.*

## Overview

St Luke's Hospice Plymouth is an independent charity providing specialist care and support to people with progressive lifelimiting illnesses in Plymouth, South West Devon and East Cornwall. We believe that everyone deserves quality end of life care, no matter where.

Our vision is a community where no person has to die alone, in pain or distress.

Visit [our website](#) for more information

## What we do

Last year we cared for over 1,980 people in the local community who are living with a life-limiting illness. This specialist care is provided by a multi-disciplinary team of doctors, nurses, social workers and occupational therapists to patients and their families at home or at our specialist unit at Turnchapel.

We are dedicated to ensuring that everyone in our community is educated and informed when it comes to end of life care.

Our education team engage with the local community in an effort to train and empower individuals and organisations to work in partnership to provide excellent care in all environments and across all services.

## Our strategy

**Our vision is a community where no person has to face dying alone, in pain or in distress.**

To achieve this aim we are committed to providing and promoting compassionate end-of-life care, and acting as vociferous champions for patients and their loved ones, while working in partnership, supporting our staff and volunteers and working towards a sustainable future.

[Click here to read our Strategic Plan for 2024 - 2027.](#)

[Click here to read 'Making a difference', our Impact Report for 2023-24.](#)

## Our mission

We work within our community in partnership with others to achieve dignity, comfort and choice for people affected by a life-limiting illness, by delivering and influencing exceptional care as they approach end of life.

## Our care

At St Luke's Hospice Plymouth we share the ethos of the late Dame Cicely Saunders, the founder of the modern hospice movement: "You matter because you are you, and you matter to the last moment of your life. We will do all we can, not only to help you die peacefully, but also to live until you die."

We care for adults with terminal conditions, including cancer, Motor Neurone Disease and chronic heart or lung diseases.

We do all we can to involve patients in decisions about their care, to maintain privacy and dignity in providing that care and to respect patients' individual rights and religious and cultural beliefs. Our approach to care is holistic, centred on the needs of the individual patient.

## Which areas do we cover?

For more than 40 years we have been providing specialist end of life care and support to people from across Plymouth, South West Devon and East Cornwall, whether in the home or at our specialist unit at Turnchapel.

## Working together

Our teams of specialist doctors, nurses, occupational therapists and social workers work alongside other healthcare professionals to deliver the best possible care, advice and support for you and your loved ones. Of the patients we cared for last year, 60% of those were cared for at home, 32% at Derriford Hospital and 7% at Turnchapel.

"You can stop almost anyone on the street in Plymouth and they will have a story to tell about St Luke's and it's always positive, which is remarkable. I cannot think of a more prestigious charity to be involved with.

"I think part of St Luke's responsibility is to show what good looks like and help others to attain those heights."

*- Nick Thomas, Chair of the Board of Trustees at St Luke's*



## Our values

Our Values are at the heart of everything we do and form what it means to work here at St Luke's.

They provide clarity over how we expect to be treated and should treat each other, shape the way we work together and how we deal with change and challenges.

St Luke's want people to feel they can be themselves at work and know they are valued and feel empowered to achieve excellence in their roles.

Our Values were developed by our People as being what is important to them. If these Values and Behaviours are not vibrantly 'part of what we do', they can become diluted and even disappear over time. If this happens, we begin to work to different goals, with different intentions and we can damage our work relationships, job satisfaction and freedom to be who we are at work.

So, we will continuously review our Values and the Behaviours that demonstrate these, to keep hold of 'what we're all about' as our culture, and our Vision and Values will affect your satisfaction and the standard and level of service delivered and make St Luke's a great place to work.

These Values are a commitment to transparency and honesty, while remaining brave, striving to always improve and challenge each other fairly at whatever level of the organisation.

Our Values not only define the care that we provide, but how we provide that care, and support to each other.

### COMPASSION

WE GIVE TIME TO LISTEN  
AND TO CARE WITHOUT  
JUDGEMENT

### RESPECT

WE ARE FAIR,  
EMBRACING DIVERSITY  
AND TRUST

### INTEGRITY

WE DO WHAT  
WE SAY WE WILL  
WITH HONESTY

### PROFESSIONALISM

WE STRIVE FOR EXCELLENCE  
AND INSPIRE AND  
EMPOWER OTHERS



Our Values are brought to life through our behaviour. They are how we demonstrate the way we want to work with and treat each other. They are the same for all of our People.

'How do we treat each other and expect to be treated, what do we say and how do we say it and how we generally do things at St Luke's.'

Our Values and Behaviours form part of our everyday conversations with each other, from one to ones with teams and managers, staff development (whether Learning and Development Sessions or performance management – induction, probation, PDR etc.).

#### Who do these apply to?

All of our People live to these Values and Behaviours, developing and supporting each other to feel trusted, safe and confident to continuously improve and implement change with the patient at the heart of everything we do; they can see what needs doing and can work with others to do it.

With our leaders keeping the Vision, Values and Behaviours at the heart of their actions and strategies, our expected behaviours and attitudes are role modelled across the organisation and we all feel comfortable with what's acceptable and encouraged 'round here' and how to challenge when these Values and Behaviours are not seen.

Our leaders are there to guide and coach our People to achieve the best possible outcome where everyone feels listened to and supported in an environment where there is confidence to contribute, where we feel valued and empowered to reach our potential.



Midnight Walk, one of St Luke's flagship fundraising events.

# The role

## Chief Executive Officer

**Responsible to:** The Board of Trustees

**Reports to:** The Chair of the Board of Trustees

**Job purpose:** The Chief Executive will provide visible leadership and be responsible for the overall management of St Luke's and its performance, ensuring that the hospice meets all of its statutory and service obligations, and for working closely with other stakeholders to deliver innovative services.

## Key responsibilities

### Leadership

Provide visible leadership for St Luke's, including representing the organisation externally with the public and other stakeholders, both locally and nationally

Provide vision, leadership and direction in enabling St Luke's to achieve its strategic goals and objectives

Provide visible leadership of the entire organisation and ensure that there are effective means of communication and engagement with service users, staff and volunteers

Lead the Senior Management Team in the day-to-day running of St Luke's

Manage and develop the Senior management Team in the fulfilment of their duties and responsibilities, including regular annual appraisals and provision of relevant training and development opportunities

Ensure that the contribution of volunteers is recognised, valued, utilised and developed

### Working with the Board

To work with the Chair and Board of Trustees to provide effective leadership for St Luke's in line with its mission, vision and values

Ensure that the Chair is effectively supported and that the Board of Trustees has at its disposal sufficient resources, information, and professional advice to oversee the affairs of the hospice, its interests and governance matters

Support the Chair to structure and develop the Board for optimum effectiveness and ensure that the Board meets the current and future needs of the hospice

Ensure that the contribution of volunteers is recognised, valued, utilised and developed

### Strategy and Planning

Formulate the hospice's strategic plan in accordance with the mission, vision and values of St Luke's for the approval of the Board

Ensure operational plans are produced and implemented to achieve the overall strategic plan, with associated budgets, key performance indicators, outcomes and an effective monitoring framework

Maintain awareness of developments in all areas in which the hospice works and develop appropriate responses to changes as a result of the external environment

Ensure strategies are in place to develop our financial and operational resilience, including the identification of additional income-generating opportunities and taking every opportunity to ensure the charity is working to meet maximum efficiency

### External Relationships and Partnerships

Develop and maintain positive, collaborative partnership arrangements with a variety of stakeholders, local organisations, national and other voluntary sector bodies including the local authority, recently formed Integrated Care Board, regulators, other hospices and care providers

Take overall responsibility for public relations and maximise support from the local community to deliver effective, integrated services

Ensure that St Luke's has a strong, positive external image, and create opportunities to enhance its profile locally and nationally; strengthen the relationship with Hospice UK

Build on patient and public involvement to ensure accessible and high-quality specialist palliative care services

Keep fully informed on all major issues and developments pertaining to the hospice movement and policy development, representing St Luke's at meetings, seminars and conferences, ensuring that all relevant information is made available to the Board, the senior team and service users

### Other

To work flexibly on occasion to be able to meet the challenges and opportunities of working with St Luke's Management and Governance

Person specification requirements

Factors	Description	Essential	Desirable
Education and Qualifications	Qualified Clinician from any clinical profession.		✓
	Degree and/or professional qualification.	✓	
	Postgraduate qualification in management/ leadership or evidence of equivalent development.		✓
	Evidence of continuing professional development.	✓	
Experience	Substantial experience of working at Board level or equivalent.	✓	
	Substantial leadership experience gained at a senior level.	✓	
	Experience of leading clinical services.	✓	
	Significant commercial experience.	✓	
	Experience and expertise in successfully leading and managing complex change.	✓	
	Able to demonstrate credibility through evidence of a successful track record in strategy, management and stewardship of resources; leadership; change management; performance improvement and influence.	✓	
Knowledge	Knowledge of current healthcare policies and strategies and their implications for the hospice.		✓
	An understanding of healthcare governance and developments in palliative care services.		✓

Factors	Description	Essential	Desirable
Specialist Knowledge	An ability to think, plan and manage strategically in terms of whole organisation and service-user focus.	✓	
	An ability to build relationships and networks on a local, regional and national level; and to engage a wide range of audiences and colleagues.	✓	
	Able to demonstrate well established personal networks at an appropriate level.	✓	
Aptitudes and Disposition	Ability to demonstrate experience in a leadership role demonstrating the values and behaviours of St Luke's professionalism - respect, compassion and integrity.	✓	
	Excellent interpersonal and communication skills, both written and oral, with ability to engage others.	✓	
	An inspiring leader who is visible to staff and service users, and has the ability to listen, learn and take appropriate action.	✓	
	Ability to demonstrate a mentoring and coaching style at all levels in the organisation.	✓	
	Ability to work constructively with the Board.	✓	
	A team player committed to open, collegiate relationships.	✓	
	Highly motivated and enthusiastic about the provision of hospice services.	✓	
	Demonstrates high levels of honesty, probity and integrity.	✓	
	Resourceful, resilient with complex problem solving, decision making and analytical skills.	✓	



Plymouth, Britain's  
Ocean City

## Additional details

**Location:** Plymouth

**Salary:** £100,000 - £114,000

**Role type:** Full-time (a minimum of 30 hours would be considered)

**Benefits:** To be discussed with applicant

Responsible to: Reports to the Chair, and is accountable to the Board of Trustees

## How to apply

To apply, please submit a comprehensive CV along with a covering letter setting out your interest in the role and summarising how you meet the Experience and Knowledge criteria outlined in the Person Specification.

The preferred method of application is online via St Luke's website - [www.stlukes-hospice.org.uk/jobs](http://www.stlukes-hospice.org.uk/jobs)

**Closing date: Sunday 27 October 2024**

**Interviews: Week commencing 11 November**

Nick Thomas, Chair of Trustees, would welcome an informal chat about the role, please email Senior executive Assitant Carolyn Ford to arrange:

[cford@stlukes-hospice.org.uk](mailto:cford@stlukes-hospice.org.uk)

If you have any queries or would like more information regarding the recruitment process please contact Head of HR Tracey Holman:

[hr@stlukes-hospice.org.uk](mailto:hr@stlukes-hospice.org.uk)

