



*Celebrating Life,
Dignifying Death*

Director of People and Culture

Candidate Information Pack

May 2024



Welcome

Thank you for your interest in this exciting leadership role for Hospice in the Weald

The goal of Hospice in the Weald has always been and will always be to ensure that those living in our community are able to access the hospice care they need and that the care provided is safe, effective, and responsive to their needs.

Over the last two years we have implemented new ways of working; for example, we have changed and increased our use of technology to provide more flexible access to hospice care. This includes continuing to offer counselling and support via video or phone call, a way of working which became useful during the pandemic but has continued to improve access to support for patients and their loved ones. Our physiotherapists are also working via video call and will continue to do so where this is best for the patient, along with a return to home visits and in-person appointments.

By making better use of technology to 'work smarter', we can spend more time with the families who need our care. We will also continue to give patients and families choice in how we work with them, focusing on supporting and empowering adults with terminal illness, who often feel disempowered by their diagnosis or symptoms. We will focus on empowering patients to celebrate life and dignify death.

Since 2022, Hospice in the Weald has provided hospice care for children. Whilst there are some differences involved in providing hospice care for children, there are many similarities too, most importantly a focus on meeting the needs of each child as an individual, and providing safe, effective, and responsive care.

We will offer care for children and their loved ones under three main themes: home visits, emotional support, and a children's centre which will provide space for activities such as play or sensory work, and family or sibling groups. With the number of children needing hospice care set to grow significantly over the next few years, there is a real and urgent need for this new service.

This is an exciting time to join us at Hospice in the Weald. As a leadership team we ensure that local people have access to safe, effective, and responsive hospice care and we are excited to make this happen.

To learn more please contact our recruitment partners Finn McNulty at fmcnulty@hunter-healthcare.com or phone: 07966 006091.

Nick Farthing
Chief Executive
Hospice in the Weald



“We are proud of our workforce right across the organisation. For them we will make Hospice in the Weald a great place to work and volunteer.”

About Hospice in the Weald

Hospice in the Weald is a well-established charity serving the communities in West Kent and northern East Sussex for 40 years.

The people in these communities know that we are an outstanding hospice offering an extensive range of services. Those who know us realise we are, and will remain, outstanding because we continually strive for excellence in all we do.

The hospice movement is a very British success and Hospice in the Weald is the best of the best. We are able to provide world class hospice palliative care because of the people who make up our workforce, our staff and volunteers, who themselves are enabled by the generosity of the people in the communities we serve.

Hospice in the Weald is a registered charity and not part of the NHS. We rely on support from the community we serve, to enable us to develop and deliver our services.

Only 11% of the funding required to deliver our services, comes from the NHS. We measure our success not by the amount of money coming in, but by the high quality of care we are able to provide for everyone in our community living with a terminal illness, and for those important to them.

Our amazing fundraising team work incredibly hard to put on a full calendar of events every year and we will ask you to help out at two events per year. There is something for everyone and helping out is a great way to meet other staff and volunteers from across the organisation, but above all it is fun!

Our team are dedicated to providing a range of care and support for people with life-limiting conditions, ensuring that they receive the care they need, when they need it, within their community.



Our Mission

Our mission describes what we do. It underpins all actions that we take across the organisation, and it is at the core of everything we do. It can be considered in three parts:

Hospice in the Weald strives to provide care, advice, and support for everyone in our community living with terminal or life-limiting illness

When we say we “strive”, this reflects the reality that we cannot yet directly provide hospice care to all the people – adults and children – in our area we would like to reach. It is widely recognised that within a given population, slightly less than 1% will die within the next year, of which approximately 76% would benefit from palliative care. With circa 360,000 people living in our notional catchment area, the number in the last year of their life who could potentially benefit from our care is around 2,500 people every year.

Together with their loved ones

Providing advice, support and hope for patients is central to what we do, and we will always provide the same for the loved ones of patients too. A death will not just affect the person that is dying but also those around them.

We empower people to celebrate life and make the most of precious time they have for living

For all of us our time is limited and precious; death is a certainty. For our patients and their loved ones this is brought into sharp relief. Adjusting to a terminal diagnosis is hard and, in their distress, sometimes people retreat into themselves and may stop living. We work with patients and their loved ones to overcome this in all aspects and help to ensure that both adults and children have opportunity to make the most of the precious time they have for living.

“Hospice in the Weald strives to provide care, advice, and support for everyone in our community living with terminal or life limiting illness, together with their loved ones. We empower people to celebrate life and make the most of the precious time they have for living.”



Our Values

Our organisational values are effectively a code of conduct which, together with our culture of empowerment, guide our decision making and our behaviours, making it clear how people working and volunteering at Hospice in the Weald should behave.

- **Honest** – we are a trustworthy and reliable organisation that treats people with respect and candour.
- **Kind** – kindness is central to the compassionate care we provide and is evident in all of our daily interactions.
- **Learning** – we strive to learn continually in all aspects of our work and embrace the changes needed to become even better.
- **Ambitious** – we will never stop working to provide people with access to the care they want and need.

- **Sustainable** – meeting the needs of the present without compromising the ability to meet future needs. There are three aspects to our approach to sustainability – environmental, social, and economic.
- **Effective** – enabling adults and children in Kent and Sussex to access the most effective hospice care, celebrate life and have a dignified death.



Our strategy 2020-2025

In 2022 we created a three year strategy, which can be downloaded [here](#). Our Strategic Aims represent the goals which we want to achieve through this strategy.

- Grow our reach and improve earlier access to hospice care for people of all ages.
- Plan and provide care in a safe and responsive way that meets the needs of each individual and the communities we serve, working with our system partners to plan care.
- Ensure that our care is safe and effective, having meaningful impact for patients and their loved ones.
- Develop reliable sources of income so that current and future expenditure is sustainable.
- Make best use of resources, maximise capacity and utilisation, and operate cost effectively.
- Build our social and environmental sustainability.

The first three of these aims relate to the care that we provide to people living with terminal illness and their loved ones. We want to grow our reach and provide hospice care to more people and sooner after their diagnosis. We know that the earlier we are involved the greater impact we can have for patients and their loved ones, providing greater opportunities to celebrate life and achieve a dignified death.

The final three aims are primarily concerned with ensuring that Hospice in the Weald continues to be the sustainable, well-run organisation that people across West Kent and East Sussex have come to rely upon.

We could not achieve any of what we do without our hardworking staff and volunteers. We are proud of our workforce across the organisation, in every service and department and in every role.



Job description

Job title	Director of People and Culture
Reports to	Chief Executive
Location	Based at the main Hospice in Pembury, Kent, with potential requirement to work at other locations within West Kent and East Sussex.
Responsible for	HR Advisors and HR Volunteers

Scope & Job Purpose:

- Provide strategic leadership and direction for people and culture development as part of the executive team (Directors), providing expertise on all staff and volunteer related matters.
- Lead the HR team to provide a high-quality service to the organisation on all matters of people and culture.
- Work as part of the wider Hospice Leadership Team (Directors and Heads of) to support the successful delivery of the Hospice strategy.
- Influence and shape culture in an evolving organisation.

KEY RESPONSIBILITIES

Deliverables/Outcomes

- Plan and promote a clear vision for engagement of staff and volunteers, ensuring effective consultation and communication mechanisms are in place that foster productive relationships and maximise staff performance and effectiveness.
- As a member of the executive team, share collective accountability for the overall management of the organisation, ensuring effective decisions are made in the best interests of Hospice in the Weald as a healthcare charity.
- Develop a meaningful plan for equity, diversity and inclusion and ensure that aspirations are realised, embedded and skills and that experience gained from a diverse workforce are maximised.
- Support with the development and maintenance of a sustainable long-term financial strategy that supports the Hospice values, and balances this with the wider economic climate.
- Advise the Chief Executive on matters of people, culture, financial and operational efficiency of the workforce and to be proactive in identifying opportunities for improvement, including in the processes that affect the day-to-day experience of employees, such as orientation and annual reviews.
- Provide strategic leadership for workforce well-being, including occupational health services.
- Review, design, and roll out of HR policy as required.

Management & Leadership

- Oversee the management and development of the core HR database, and its interface with payroll systems.
- Oversee the management and development of modules associated to the core HR database, including applicant tracking system, learning management system.
- Lead, manage and oversee the Hospice payroll and pensions services, ensuring full compliance with statutory requirements and Hospice policy, pension schemes and audit requirements.
- Coach directors and managers on people related matters and build leadership capabilities to ensure a positive environment aligned with our Hospice values.
- Manage a departmental budget ensuring financial targets and good value for money is achieved.
- Develop and implement appropriate recruitment and retention strategies and initiatives to attract capable people as part of a talent management strategy.
- Ensure all staff have regular, meaningful, and constructive performance reviews that contribute to continuing professional development.
- Ensure all new starters receive a thorough, appropriate, and positive on-boarding and induction experience.
- Review and manage the Hospice employee assistance programme (EAP).
- Coordinate at a whole organisation level, volunteer recruitment, retention, and engagement efforts, ensuring an environment where volunteers are recognised for the value they contribute.
- Utilise people data and analytics to measure trends and patterns to influence the effectiveness of people policies and plans to help drive continuous improvements and increase performance.
- Collaborate with the Chief Executive and Board Chair on the recruitment of Hospice trustees, ensuring effective induction and ongoing support to maximise their contribution to the organisation.
- As part of the executive team, actively contribute to the Hospice risk management process to help safeguard the welfare of patients, visitors and workforce and take responsibility for reporting risks and managing risks, as appropriate.
- Act as a Hospice signatory, following relevant policy and ensuring internal controls are maintained.
- Support the HR team to deliver the annual workforce celebration event and well-being days.

Communications & Teamwork

- Shape the HR team, practices, and processes to provide an effective and efficient service on all people management, recruitment, retention and performance matters and information reporting.
- Support the communications team to create an effective and engaging internal communication plan.
- Support the work of the Freedom to Speak Up Guardian to ensure that our people feel safe and able to speak up and know that they will be listened to.
- Provide regular briefings for all people managers on a range of people related topics.
- Design and implement workforce engagement surveys and action plans to enable the Hospice to develop continuously and improve our people practices and be an employer of choice.
- Provide support to other executive team members in accordance with portfolio responsibilities, and adherence to mandatory national guidance and relevant statutory requirements.
- As part of the Hospice Leadership Team, be accountable for the collective decisions and Hospice-wide communications.
- Participate in the Hospice Leadership Team on call rota.
- Communicate effectively internally and externally – ensuring the flow of appropriate information throughout the organisation.

Working with due diligence

- Ensure the organisation has reliable and timely people management information to aid operational activity and effective financial planning.
- Interpret employment law and best practice to ensure advice and guidance from the HR team is clear, accurate and up to date.
- Ensure employment contracts and job descriptions are kept up to date.
- Develop and set a review schedule for people policies and procedures to ensure they meet legal and statutory requirements.
- Monitor training compliance according to organisational objectives as well as legal and regulatory requirements.
- Ensure all HR data is of the highest quality and is managed in accordance with all relevant legislation.
- Maintain remuneration and reward frameworks and ensure regular benchmarking to remain competitive wherever possible and to be the guardian and approver of all reward decisions to ensure equity across staff groups.
- Provide expert advice on all employment contract issues in line with organisational policy and procedure.
- Lead, manage and oversee quality payroll control procedures to ensure that all information and transactions are verified, correctly authorised, and monitored in line with audit and statutory requirements.
- Develop and embed KPIs for workforce related matters and payroll ensuring high standards and expectations are maintained and the effectiveness of the HR service is regularly monitored and evaluated via internal audit.

Training and Development

- Support teams across the Hospice to manage their training and development budgets to support the Hospice strategy and ensure equality of access.
- Champion a high-performance and learning culture with effective teamwork, providing tools, guidance and coaching to support this.
- Ensure an organisation-wide training and development strategy is in place for staff and volunteers, promoting a learning culture for all staff and volunteers.
- Maintain training and development resources, including statutory and mandatory training, in partnership with functional experts.
- Undertake continuing professional development including participating in performance reviews and attending training as/when required.
- Collaborate with the executive team and members of the Hospice Leadership Team to implement strategic workforce and succession planning for all key roles, understanding strengths, development areas and succession risks.

General

- Maintain professionalism through adherence to recognised codes and guidelines and work within the boundaries of Hospice in the Weald policies.
- Maintain personal development through the Hospice Annual Review process, continuously updating and improving knowledge and skills and applying that knowledge.
- Engage in the use of information and communication technology (ICT) and achieve the required level of competence.
- Recognise the growing need for 24/7 working patterns and flexibility.
- Demonstrate Our Values through day-to-day interactions between colleagues as well as patients and those important to them.
- Strive for excellence at all times.
- Any other duties that may be reasonably requested.

Person Specification

QUALIFICATIONS	<ul style="list-style-type: none"> • Level 7 CIPD qualification, or similar by experience
EXPERIENCE	<ul style="list-style-type: none"> • Substantial experience of leading an HR / people team at a strategic level (charity / healthcare setting preferable) • Influencing key stakeholders internally and externally and collaborating with a wide range of colleagues and stakeholders including trustees, external consultants, and professional advisors. • Developing, implementing, and monitoring a people strategy which aligns to organisational strategy. • Developing and delivering effective staff engagement strategies. • A sound HR generalist with in-depth knowledge of employment law and best practice.
ESSENTIAL SKILLS	<ul style="list-style-type: none"> • Strong leadership skills at a senior level, with the ability to motivate, coach, influence and support individuals and teams. • Ability to think strategically and to analyse issues and trends, identifying and implementing creative solutions. • An understanding of the charity sector, including the work of hospices, with the ability to relate to the multi-disciplinary healthcare team. • Analytical and evaluative skills with the ability to interpret effectively and use data to support decision making. • High level of ICT literacy. • Attention to detail. • Effective communicator acting with credibility, tact, and diplomacy. • High level of professionalism and commitment to confidentiality as appropriate.
PERSONAL ATTRIBUTES	<ul style="list-style-type: none"> • Organised, with an ability to prioritise and a tenacity to see projects and tasks through to completion. • Capable of balancing and progressing multiple priorities and possessing strong organisational skills working autonomously within a broad framework. • Inquisitive nature – comfortable in challenging positively and sensitively the status quo to identify areas for improvement. • Great interpersonal and relationship building skills including the ability to inspire confidence and secure trust from others.

How to Apply

The closing date for applications is **26 May 2024**.

Applications should be made by submitting:

- A full and up to date CV, which includes your contact details and email address.
- A personal statement of no more than one side of A4, which should explain why you are interested in applying for the role and what you believe you will be bringing to it.
- Contact details for three referees (who will not be contacted without your permission).
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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

For an informal conversation about the post, please contact Finn McNulty at our recruitment partners, Hunter Healthcare by email: **fmcnulty@hunter-healthcare.com** or phone: **07966 006091**

Key Dates:

Application Deadline	26 May 2024
Shortlisting	w/c 27 May 2024
Interviews	w/c 3 June & 10 June 2024





**HOSPICE
IN THE WEALD**

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Dignifying Death*



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