



Appointment of Chief Executive

CANDIDATE INFORMATION

NOVEMBER 2024

Saxton Bampfylde



“You matter because you are you and you matter until the last moment of your life”

DAME CICELY SAUNDERS Founder of St Christopher’s and the modern hospice movement



A message from our Chair

I am delighted that you are interested in becoming the Chief Executive of St Christopher's Hospice.

The modern hospice movement began at St Christopher's nearly 60 years ago when our founder, Dame Cicely Saunders, opened St Christopher's Hospice in Sydenham, with a focus on holistic palliative end of life care.

To this day, our vision has not changed. We want a world in which all dying people and those close to them have access to care and support whenever and wherever they need it.

St Christopher's today is a much changed and modernised hospice charity. In addition to our 32-bed hospice unit in Sydenham, we provide care and support to almost 6,500 people each year in the local community. Last year we had 650 inpatient admissions, over 5,000 outpatient appointments and made over 15,000 home visits. We believe that each person is unique, and we tailor our care to the individual. Our goal is to help people to live well until they die and to support those affected by the loss of a loved one.

We employ over 500 staff and benefit from over 1,200 volunteers from the local community. We need circa £30m each year to fund our services. 35% to 40% comes in the form of NHS commissioning and the remainder has to come from our wonderfully supportive local community, as well as other donors and events.

In addition to the end of life care that we provide in our hospice and in the local community, we also provide a range of other services to individuals, and their families, who are approaching end of life – health and wellness support, rehabilitation and physiotherapy, multi faith spiritual support. In addition to that, we provide families with bereavement support, including a specific bereaved child support service.

St Christopher's is financially strong with a good level of reserves. However, like all hospices, we face challenges ahead. Our hospice building is now 60 years old and is in urgent need of modernisation.

A first phase refurbishment will commence in January 2025 to make the environment more comfortable and appealing for patients, staff and visitors. At the same time, demand for our services is growing at the circa 10% per annum and medical inflation at around 8%, yet our funding from the NHS is set to rise by less than 1% this year. We are determined not to cap or reduce our services and are creatively seeking alternative sources of income as well as pressing the government and the NHS for a more sustainable financing model for hospices. We play a vital role in supporting the 15,000 people who die in our community each year.

(continued overleaf)

We provide specialist palliative care and support people to live well and have a better end of life and death. We are increasingly finding ourselves supporting our hard-pressed NHS and social care services by responding to people's needs and filling in some of the gaps in care.

In addition to our specialist end of life care, St Christopher's fulfils a national and international leadership role. Our Centre for Awareness and Response to End of Life (CARE) follows the ethos of our founder - gold standard care, clinical research, teach and share. CARE opened in 2021 following a £6.5 million investment. We regularly collaborate in research studies related to end of life care and additionally conduct our own clinical and community based research. We have also provided professional training to over 10,000 palliative care workers worldwide and we have built a global network of partnerships to share expertise and best practice in end of life care.

St Christopher's has a thriving community of 24 charity shops in South East London with over 600,000 customers locally, many of whom also support St Christopher's in other ways. Our shops raise over £2m per year for the charity.

In summary, St Christopher's is a modern hospice charity dedicated to eradicating inequalities in end of life care, driven by the ethos that 'you matter because you are you and you matter until the last moment of your life.'

The opportunity is to lead a vibrant hospice that has breadth and depth. It is a beacon in its local community (the hospice, care in the community, community activity and retail shops), it also fulfils a national and international leadership role in promoting research, learning and shared best practice in end of life care.

Our vision for the new Chief Executive is someone who will lead the hospice through the challenges and opportunities ahead. Above all else, we need someone who is passionate about our palliative end of life care and bereavement services. Our next Chief Executive will be a bold, decisive and innovative leader who can motivate and inspire our highly skilled workforce to be even better for the people we serve.

If you feel excited by the idea of joining our team, we'd love to hear from you.

Neil Goulden

Chair of Trustees, St Christopher's Hospice



OUR YEAR IN SUMMARY

2023-24



We provided care and support for 6,459 people



We carried out 15,208 home visits



493 people attended eight CARE conferences – that's an average of 61 per event



620,000 customers supported us in our shops



We provided care and support for 4,276 patients



We provided 5,199 outpatient appointments



Through our learners, we reached over a third of UK hospices – that's 82 other hospices



1.3 million items were sold in our shops



We supported 466 children through our Candle bereavement service



People connected to learn with CARE almost 15,000 times



14,417 supporters donated money to us



1,215 volunteers supported us, of which 39% had done so for more than three years



We ran 5,243 in-person or face-to-face adult bereavement sessions



CARE reached 92 countries worldwide



8,185 supporters played our lottery and raised £574,670



The cost to run all St Christopher's services was £28.5m



We supported 1,717 carers



99% of learners were likely or somewhat likely to recommend CARE to others



1,855 supporters raised £625,000 when they took part in our 'What Matters Most' campaign



We need to raise over £16.4m every single year to provide our services



We had 650 inpatient admissions



6,901 people attended CARE events



About St Christopher's

At St Christopher's Hospice our vision is of a world in which all dying people and those close to them have access to care and support, whenever and wherever they need it.

This global ambition separates the work of St Christopher's from most other hospices and reflects our history and position within the sector as a founder hospice, established to generate and share a philosophy of care that would have impact well beyond the reach of St Christopher's work in South East London.

Operating from two locations, one in Sydenham and one in Orpington, our efforts are focused on meeting the goals of people with a life shortening condition and supporting their families and carers wherever we can. Our reach spans across a diverse population of approximately 1.6 million people within the five London boroughs of Bromley, Croydon, Lambeth, Lewisham and Southwark. Last year, we provided care and support for almost 6,500 people across our five boroughs.

Our services are delivered in a range of settings including patients' own homes, our three inpatient wards, our Anniversary Centre and Caritas House in Orpington. Our palliative care is delivered by coordinated teams of specialist doctors, nurses and paramedics; physiotherapists and occupational therapists; social workers and welfare support workers and also includes



bereavement services; psychiatrist support; arts and complementary therapies; spiritual and religious care; and specialist support for bereaved children.

Thanks to our ongoing research and training, we are able to deliver best in class, cutting edge care, and we are committed to continuously innovating and enhancing our services to meet the evolving needs of our patients. Our services are rated **Overall Outstanding by CQC** (2020).

Over the coming year we will also embark on large-scale projects to improve our facilities and their accessibility. One of these is our ward refurbishment programme which will improve our wards so they feel welcoming and homely for the people staying with us. They will also focus on creating a dementia-friendly environment throughout these spaces so that people with dementia feel safe, supported, and understood.

Beyond our core services, St Christopher's undertakes a range of activities to support our work; these include:

CARE Our state-of-the-art community and learning centre

Education and training A comprehensive programme of courses covering a wide range of topics related to palliative and end of life care

Research Our commitment to delivering evidence-based care is supported by robust research

Policy and advocacy We work actively with Hospice UK and policymakers on issues surrounding end of life care and assisted dying

Retail and e-commerce Operating charity shops and an online trading unit to support our efforts

Fundraising activities Extensive initiatives to raise funds for our services

Community Action A growing array of initiatives collaborating with local community members and groups to foster informal, place-based peer support

These efforts collectively strengthen our ability to provide exceptional care and support to those we serve. For more information about the wide range of work we undertake, you can find our latest annual report [here](#).



MAKING YOUR TIME MATTER

Better end of life support for everyone

St Christopher's 2023-26 strategy summary



Our vision



Our vision is of a world in which all dying people and those close to them have access to equitable care and support when and wherever they need it

Our ambitions



TACKLE INEQUALITIES

We will:

- Understand and meet the needs of our diverse communities
- Develop age-attuned palliative care for both older and younger people by improving services for people living with frailty and dementia and reviewing the needs of young people moving to adult services
- Tackle misconceptions about hospice care and support
- Develop relationships across the healthcare system to improve care such as continuing to enhance our care home offer and working with other partners to provide new and innovative services
- Continue to develop clinical expertise to provide outstanding care such as by investing in innovative services for people living with learning disabilities and developing a death doula project.



FULFIL A NATIONAL AND GLOBAL LEADERSHIP ROLE

We will:

- Share cutting-edge thinking and test solutions to improve care
- Share expertise generated through practice and research
- Build key partnerships.



CREATE A SUSTAINABLE BUSINESS MODEL

We will:

- Develop and implement a Green Strategy to ensure we reduce our environmental impact
- Refresh our premises while protecting the environment
- Generate sufficient finances to fulfil our ambitions
- Invest in resilient technology which empowers people.



EQUIP THE FUTURE WORKFORCE

We will:

- Develop tailored learning to reflect career development opportunities such as providing a nurse consultant development programme
- Develop learning to meet contemporary pressures including a suite of on demand learning products and conferences focused on the key issues affecting healthcare professionals
- Devise and implement a People Strategy to support staff and volunteers.



TACKLE ETHICAL ISSUES

We will:

- Explore assisted dying with our communities and make recommendations to policy makers
- Identify and highlight services under pressure and gaps in provision across the healthcare sector
- Advocate for improved funding for end of life care.

The Centre for Awareness and Response to End of Life Care

St Christopher's CARE is a state-of-the-art community and learning centre that provides knowledge and skills for exploring life with illness, dying, and bereavement. The £6.5m three-storey centre offers flexible learning spaces, including a lecture theatre, library, digital support area, skills lab, meeting rooms, and a roof garden.

Our mission is to deliver skilled, compassionate palliative care based on evidence and shared through education for health and social care professionals, community members, and others.

We work with partners worldwide to enhance the experience of death, dying, and grief through education, now expanding through our Beacons of CARE initiative.

We influence and improve end of life care globally and, in the last year, reached 92 countries (up from 56 in the year previous). We continue to work in partnership with the Institute of Palliative Medicine, India, the Sanjeevan Palliative Care Project, Pondicherry, in India, and Bangabandhu Sheikh Mujib Medical University, Bangladesh, to deliver the Global Fellowship Programme. Each year this transformative programme spans countries, time zones and professions and has become a hugely valued and sustainable partnership model which influences palliative care globally.

The Professional Learning team also continue to develop our online offer, host international visits and form networks for professionals to support their continued development.

Research at St Christopher's is advancing palliative care to improve outcomes for those with life-limiting conditions, affirming the hospice's leading role in research, and supporting workforce development across the UK and internationally to provide evidence-based care.

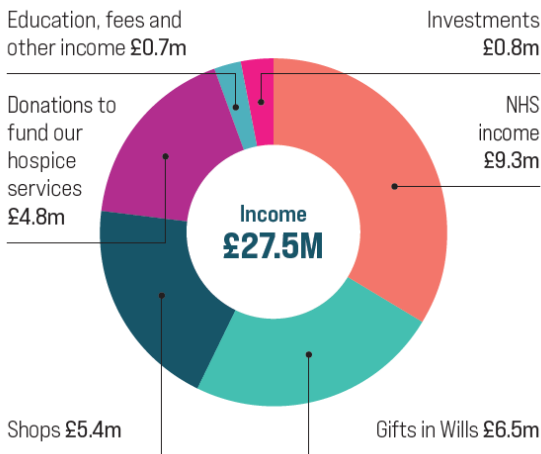
Watch our video about the work of CARE [here](#).

“At the heart of St Christopher’s ambition for the Beacons of CARE programme is a desire to reduce global inequalities related to death, dying and loss”





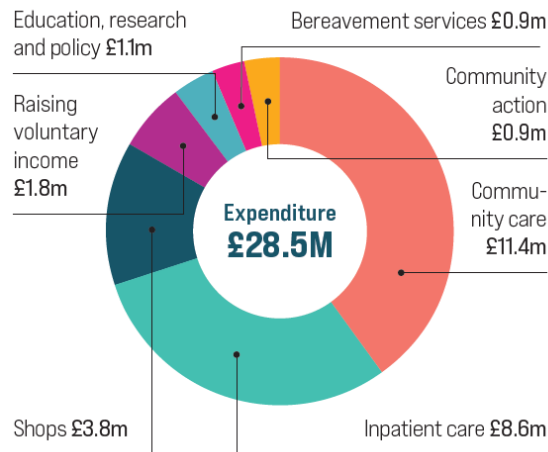
How we fund our work



It cost £28.5m to run St Christopher's in 2023-24.

34% of this came from the NHS. In 2023-24, £16.7m of our income was generated through fundraising activities in our community, including donations, legacies, fundraising events, our 25 high street shops and online retail operations.

Around 6% of our income is generated from education, fees and investments and other income.



The total income of £27.5m raised this year enabled us to continue providing care to people who live in the boroughs we serve – Bromley, Croydon, Lewisham, Lambeth and Southwark – as well as shaping care for people across the globe through education, research and innovation.

For more information about our finances you can read our annual report [here](#).



Our History



In founding St Christopher's in 1967, Dame Cicely Saunders made an extraordinary contribution to alleviating human suffering. Through her single-minded vision, and the clinical practice and dissemination of her work through St Christopher's teaching and outreach, Dame Cicely revolutionised the way in which society cares for the ill, the dying and the bereaved.

Dame Cicely recognised the inadequacy of the care of the dying that was offered in hospitals. So often, patients and families were told that "there was nothing more that could be done" a statement that Cicely refused to accept. Throughout her time at St Christopher's her watchword was "there is so much more to be done."

Pioneering research on the use of morphine as an effective drug for pain control was carried out at St Christopher's, along with other detailed studies of new approaches to symptom control.

Dame Cicely also understood that a dying person is more than a patient with symptoms to be controlled. She became convinced of the paramount importance of combining excellent medical and nursing care with "holistic" support that recognised practical, emotional, social, and spiritual need. She saw the dying person and the family as the unit of care and developed bereavement services at St Christopher's Hospice to extend support beyond the death of the patient.

This combination of science, care and sharing of experiences identified the opening of St Christopher's Hospice with the start of the modern hospice movement. A holistic approach, caring for a patient's physical, spiritual and psychological wellbeing, marked a new beginning, not only for the care of the dying but for the practice of medicine as a whole.

The opportunity to lead St Christopher's

The Chief Executive position at St Christopher's offers a tremendous opportunity to lead a world-class hospice with national and global influence.

With the combination of a strong financial base and a clear vision, we are looking for a highly ambitious individual who can lead us at this critical time for the organisation, and who has a real passion for palliative end of life care.

Our new Chief Executive will draw on a track record of strategic, operational and people leadership ideally developed in the health and/or social care sector, in an environment of significant complexity and challenge to ensure the pace, innovation and impact of St Christopher's work continues.

Implementing an ambitious strategic vision, the new Chief Executive must be a compelling ambassador for our work, and

bring the commercial nous and financial acumen to continue building a sustainable future for St Christopher's.

You will be a confident and inspiring leader who engages staff and fosters collaboration, while also being decisive and unafraid to make tough choices to move us forward.

As the charity continues to work successfully in partnership, our Chief Executive will be an external voice engaging with a wide variety of partners and stakeholders across Government, the wider hospice and charity sector, and health and social care. As the sector finds itself at the centre of the national debate around Assisted Dying, we require a leader who will ensure our efforts effectively support those facing structural inequalities and amplify the voices of the unheard in discussions with government.



The role of Chief Executive

The Chief Executive role combines strategic leadership with hands on operating skills across a wide-ranging brief. This person will be responsible for delivering:

- Strategic leadership of a broad organisation spanning delivery of care, education, research and growing community action.
- Generation and management of financial resources to support the work – NHS, voluntary funding, earned income from commercial activities.
- Development of external strategic relationships in a rapidly changing environment at local level (place based, ICS and broader SE London).
- Engagement with a large and broad workforce comprising paid staff and volunteers; working across trading, care, premises management and more. Most members of the workforce are driven by vocation, a personal as well as professional passion for end of life care and very values focused.
- Accountability to the Board for overall performance of the organisation spanning quality of care and services, financial and workforce wellbeing, engagement beyond the hospice.
- Similar accountability to a wide range of other stakeholders including regulators, funders, the NHS, a broad user base including patients and those close to them, shop customers, learners with St Christopher's CARE.
- Support for the work of its Board and its engagement with the Executive Team and wider organisation.

Leadership & Strategy

- Develop and promote across St Christopher's a shared strategy for the future, grounded in the organisation's deeply held mission;
- Embody and perpetuate a culture of compassionate care, innovation and creativity in management and service development;
- Develop service proposition and commercial opportunities that support the organisation's growth, in line with its quality and financial objectives and in support of the mission;
- Lead change that supports St Christopher's in its growth, service change, continued innovation, on-going leadership role, and educational excellence;
- Understand, assess and manage strategic, reputational and operational risk;
- Develop and promote positive relationships and strategic partnerships with commissioners and providers, partners and potential partners to ensure high quality patient care and organisational sustainability.

Patients

- Ensure St Christopher's delivers the highest quality patient care;
- Promote engagement with patients and those close to them to ensure high-quality services are consistently designed and delivered in practice;
- Promote and develop the organisation's creativity around service design and development to enable St Christopher's to reach more people who need its support.

People Management

- Inspire and motivate colleagues, volunteers and partners to be ambitious and creative about delivering St Christopher's mission, providing direction and insight where appropriate;
- Develop and engage the leadership team to ensure objectives of St Christopher's are achieved, that highly effective team working takes place, and that individuals are able to be brave, creative and kind in their prospective leadership roles;
- Perpetuate an approach to appraisal in which the quality standards against which services are measured is relentlessly high;
- Ensure that change is managed effectively to deliver organisational benefits whilst minimising any adverse impact on colleagues, patients, carers and volunteers;
- Promote effective working relationships and communications with colleagues across the organisation, ensuring that staff are motivated, developed, supported, respected, and treated with dignity;
- Promote a positive culture of engagement and participation that enhances St Christopher's ability to deliver, and its reputation.

Governance and Risk Management

- Ensure continued compliance with the requirements of the Care Quality Commission and other regulators;

- Ensure the Board of Trustees receive high quality support and advice on corporate governance, so St Christopher's conducts its business in an appropriate manner and in line with statutory and regulatory requirements, and so they are able to guide the organisation appropriately on its strategy and performance;
- Ensure effective identification and management of strategic risks and that effective systems are in place for identification, reporting, management and mitigation of all risks, incidents, and hazards.

External Representation

- Engage proactively and collaboratively with organisations within the local health and care systems to ensure opportunities for collaboration, partnership and/or commissioning are identified and seized;
- Engage with individual hospices, and the wider hospice movement, and its representational bodies, including internationally, to build partnerships through which St Christopher's can continue to deliver, and to shape and influence national and international opinion about the care of dying;
- Engage with, and represent St Christopher's to, relevant regional, national, and international organisations, including in government;
- Perpetuate and build St Christopher's critical relationships with academic, educational, and research partners, securing the organisation's future as a leader in research and education in its fields.

Finance

- Ensure achievement of all financial targets and compliance with all financial reporting requirements;
- Ensure all statutory financial obligations are met and that good practice is maintained.



“I know Mum was a stranger to you, but she was treated like a family member.”

Person specification

Essential experience, skills and personal attributes:

- An established senior leader with a proven track record at board level ideally in a health and/or social care environment
- A proven track record of developing and implementing winning strategies, engaging with stakeholders and managing change in a complex environment
- Strong financial and managerial skills, building sustainable and high-quality services
- Excellent communication skills. A confident public speaker with an ability to motivate and inspire staff at all levels, volunteers, service users and their families
- Demonstratable commitment to promoting equality, diversity and inclusion across the organisation
- Good commercial skills and the ability to innovate and develop new and existing sources of income
- A bold and decisive leader who will innovate and grow our impact
- Ability to motivate and lead a highly skilled clinical workforce. An inspirational leader
- A passion for palliative end of life care and bereavement services
- Ability to be a strong ambassador for St. Christopher's work internally and externally. A convincing voice for improved end of life care, locally, nationally and internationally
- Understanding of or deep interest in care in the community and a desire to tackle inequalities in end of life care
- Ability to collaborate within the hospice movement within our community and nationally and internationally and to leverage that to maximise our impact
- Good understanding of health structures and commissioning through integrated care boards (ICB)

Desirable experience and skills:

- Knowledge of research and education and how it can benefit healthcare services
- Knowledge of the health and social care sector in South East London
- Understanding of or interest in the regulatory environment and the Care Quality Commission (CQC)
- Experience of the charitable sector
- Direct experience of income generation and fundraising
- Knowledge of the wider healthcare sector in the UK and internationally
- Ability to lead change and protect the distinct identity of St Christopher's in the health and social care system, as an innovative and enterprising end of life care provider
- Connection with the community in the boroughs we serve (Lambeth, Southwark, Lewisham, Bromley & Croydon)



Terms of appointment

This is a full-time role, with a salary circa £130,000 offered. There may be some flexibility on the package for an exceptional candidate.

Location: The role is based at our site in Sydenham with regular travel involved.

Holiday entitlement: 28 days plus public bank holidays, rising to 30 after a year's service.

Notice period: 3 months, increasing to 6 months after two years' service.

Pension: The post holder will receive a 15% Employer contribution to our DC pension scheme



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to St Christopher's Hospice on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **ZAMAHB**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Monday 2nd December.**

For more information, and to discuss the role, please contact Brett Anderson: Brett.Anderson@saxbam.com

Candidates will be interviewed by Saxton Bampfylde between **9-16 December.**

Shortlisted candidates will have the opportunity to visit St Christopher's on Monday 6th January. Final interviews will be held at the Hospice on **Friday 17th January.**

The preferred candidate may also be asked

to meet the full Board on **Tuesday 21st January.**

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



Sydenham site

51-59 Lawrie Park Road
London SE26 6DZ

Orpington site

Caritas House
Tregony Road
Orpington
Kent BR6 9XA