



# ARDGOWAN HOSPICE



## Chief Executive Officer

£54,454 - £65,270

Full time, Permanent

Ref 26338S



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## ***Welcome Letter from the Chairman***

Dear Candidate

Thank you for your interest in the rewarding position of Chief Executive Officer of Ardgowan Hospice in Greenock. We are seeking a talented individual with credibility, vision, commitment and resilience to lead our organisation and ensure we continue to deliver the very best possible care for the community.

Since Ardgowan Hospice was founded 30 years ago, our team of dedicated staff and volunteers have earned a deserved reputation for delivering a high quality of service to those patients and families living with a life limited illness.

As the new Chief Executive Officer of Ardgowan Hospice you will have the opportunity to make a substantial contribution to the community of Inverclyde which has supported us so generously over the years.

You will enjoy my full support and that of the Board of Trustees with whom you will work closely.

I hope the application pack will help you decide whether you are the right person for this role.

If you are interested in this opportunity to make a real difference and believe you have the skills, experience and qualities we are seeking, we look forward to receiving your application which will be given careful consideration.

Yours sincerely

**Duncan Galbraith**  
**Chairman - Ardgowan Hospice**

**Ardgowan Hospice**  
**Chief Executive Officer**  
**Salary: £54,454 to £65,270**  
**Job Ref: 26338S**

Ardgowan Hospice is the only Hospice serving patients and families living with a life-limiting illness in Inverclyde and is the centre for specialist palliative care expertise serving a population of 80,000.

As Chief Executive Officer you will lead the corporate team reporting to and working closely with Chairman of the Board of Trustees.

Educated to Degree level or equivalent in a relevant discipline with significant operational management experience at corporate level you will be experienced in working with a range of stakeholders, skilled in the management of complex situations and possess the interpersonal and negotiation skills required to operate and influence effectively in a sensitive environment.

You will represent the Hospice at both regional and national level on palliative care matters.

If you believe you meet this profile then we would welcome your application.

To request a confidential discussion please email Duncan Galbraith, Chairman, Ardgowan Hospice, on [dandgalbraith@tiscali.co.uk](mailto:dandgalbraith@tiscali.co.uk)

Closing date for all applications is Noon Friday 24th 2012

## INFORMATION FOR APPLICANTS

### 1 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 80,000. Services are provided free of charge.

**Our Vision** is to provide access to the best possible care and support for everyone living with a life limiting illness

**Our Mission** is to provide the highest quality care for patients and families living with a life limiting illness. We value quality of life, dignity, privacy and individual choice.

**Our key values** are: Caring, Respect, Commitment, Compassion, Sensitivity, Integrity, Trust, Confidentiality and Quality.

We employ 83 staff (66 whole-time equivalent).

Our budgeted expenditure for 2012/13 is £2.9m. We receive £1.1m from NHS Greater Glasgow & Clyde under a Service Level Agreement for the provision of specialist palliative care. We need to secure the balance of our income from fundraising, donations, grants & trusts, retailing, legacies and our lottery. We operate 6 retail shops and a large Furniture & Electrical store.

### 2 Inverclyde: The Community We Serve

Thanks to our generous supporters, the past three decades have been a period of almost continuous expansion during which Ardgowan Hospice has grown into a service costing close to £3 million a year to run.

However, like most charities, we are facing increasing challenges due to the economic downturn in the UK. In addition, Inverclyde faces particular local challenges.

**Our Declining Population:** 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, a greater percentage decline than any other mainland Local Authority area in Scotland.

**Our High Proportion of People Living in Deprived Areas:** As well as having a declining population, Inverclyde has a high proportion of deprived areas. 42% of the Inverclyde population live in areas which are defined as the most deprived 20% across Scotland.

**Our High Level of Unemployment:** Inverclyde has an unemployment rate which is significantly above both the Scottish and United Kingdom national average.

### **3 The Services We Provide**

#### **In-Patient care**

We have eight beds and provide care for patients and families experiencing complex physical, emotional, social or spiritual problems associated with life threatening illness.

#### **Ardgowan Community Nurse Specialist Team**

A team of three Nurse Specialists provides advice on all aspects of symptom management, assessment of specialist palliative care needs and psychological support, for patients and those caring for them. Patients receive support in the community, whether at home or within nursing or residential homes.

#### **ACCESS at Ardgowan**

ACCESS at Ardgowan offers a wide range of services for patients and their families, including 1:1 psychological support, information, drop-in, relaxation, Tai-Chi, yoga, hypnotherapy, and an extensive range of complementary therapies. The welcoming, non-clinical environment assists patients, carers and friends to feel relaxed and spend time with specialist staff. We also offer an award winning Top Notch service for women who have suffered hair loss as a result of treatment. Education courses cover a variety of topics associated with learning to live with serious illness.

#### **Complementary Therapies**

A qualified complementary therapy team is available to assess and offer a course of aromatherapy, reiki, reflexology or Indian head massage, as part of a planned programme of support. Therapies can be made available in ACCESS, Day Hospice, the In-Patient Unit or in patients' homes. Therapies are also provided for carers and are offered entirely free of charge.

#### **Education Centre**

Courses and training are provided, both in-house and externally, by our Education Facilitator. In partnership with the University of the West of Scotland, Palliative Care Education to degree level is also available through Ardgowan Hospice.

#### **Lymphoedema Service**

Patients with secondary lymphoedema, who live in Inverclyde, are treated at the clinic by an experienced Lymphoedema Practitioner.

#### **Patient and Family Support Services**

Our patient and family support team provides emotional, practical, psychological and bereavement support to patients and families. The family support team consists of a patient and family worker, counsellor, chaplain and child and family worker. They work with adults, young people and children and often support families many months after a patient has died.

**Physiotherapy**

Assessment, advice, treatment and rehabilitation are available for patients in In-Patient and Out-Patient settings.

**Ardgowan Hospice Transport Service**

This unique service enables patients to attend for treatment at any hospital in the West of Scotland if they have difficulty in accessing transport. The personalised, friendly service is provided entirely by volunteers.

**Hospital Based Services**

The Consultant in Palliative Medicine provides clinical advice and support to patients and staff at Inverclyde Royal Hospital on a weekly basis.

**Outpatient Clinic**

Patients can receive specialist medical input at the weekly outpatient clinic.

**4 The Recognition We Have Received**

- Nursing Times Top 100: 2006, 2007, 2008
- Learn Direct Scotland Learning Workplace of the Year 2007
- Ask about Medicines Awards for Excellence 2007
- Healthcare 100 Employer 2009, 2010: 6th in 2002 and 17th in 2010
- Queen's Award for Voluntary Service 2008
- liP Bronze Award 2011
- Two Tick Award



# Ardgowan Hospice

## Job Description: Chief Executive Officer

### 1 Job Identification

Job title:	Chief Executive
Responsible to:	Chairman of the Board of Trustees (Board)
Last Update:	July 2012

### 2 Job Purpose

The Chief Executive:

1. Provides leadership of the Hospice and manages it within the authority delegated by the Board;
2. Develops strategy proposals for recommendation to the Board and ensures that agreed strategies are implemented and strategic goals achieved; and
3. Works closely with the Board, to ensure the Hospice continues to serve our local community by delivering a high quality service which places patients and their families at the centre of what we do.

(Note: References to "the Hospice" are intended to include, where appropriate, Ardgowan Hospice (Goodwill) Ltd. which administers the Hospice Lottery)

### 3 Role Dimensions

Ardgowan Hospice is an independent adult Hospice in Greenock which, supported by the local community of Inverclyde, aims to provide the highest quality care for patients and families living with a life limiting illness. The Hospice values quality of life, dignity, privacy and individual choice.

The Hospice works in partnership with NHS Greater Glasgow & Clyde and is commissioned to provide specialist palliative care under a Service Level Agreement with the NHS Board.

The Hospice offers the following services:

- In-Patient Care (8 beds for patients with specialist palliative care needs)
- Community Nurse Specialist Advice
- Patient & Family Support including Childhood Bereavement
- ACCESS at Ardgowan (day centre)



- Bereavement Support
- Volunteer Patient Transport Service to hospitals in the West of Scotland.
- Chaplaincy
- Education Service for hospice staff and professionals in the community
- Specialist Lymphoedema Service
- Complementary Therapies
- Out-Patient clinic
- Consultant support to Inverclyde Royal Hospital
- Information, education and psychological support for patients and carers
- Physiotherapy

Around 360 indispensable volunteers work across the whole spectrum of Hospice activities.

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. 42% of people live in areas which are defined as the most deprived 20% across Scotland. Unemployment is above both the Scottish and United Kingdom national average.

#### 4 Organisational position

#### 5 Key Results

This description of the key result areas is not intended to be a full and detailed range of duties that may be undertaken by the post holder and will be reviewed and developed to reflect the changing needs of the Hospice. Other duties required by the Board that are commensurate to the grade of the post may be requested from time to time. Responsibilities will be reviewed regularly with the post-holder and on an annual basis as part of the appraisal process.

#### Board of Trustees

1. To ensure that the Board is supplied in a timely manner with information in a form and of a quality appropriate to enable it to discharge its duties.
2. To ensure accurate reporting at Board meetings on key performance indicators.
3. To 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.
4. To ensure that decisions of the Board are executed.
5. Establish a close relationship of trust with the Chairman, reporting key developments and seeking advice and support as appropriate.

### **Strategy**

1. To develop strategy proposals for recommendation to the Board and ensure that agreed strategies are implemented and strategic goals are achieved.
2. To be responsible to the Board for the performance of the Hospice consistent with agreed strategies, plans and standards.
3. To develop annual plans, consistent with agreed strategies, for presentation to the Board for support.
4. To report progress against agreed strategies and plans on an annual basis to Board and key external stakeholders.

### **Management and Leadership**

1. To provide vision, inspiration and leadership to the staff, volunteers and supporters of the Hospice.
2. To lead, manage, support, appraise and develop the senior management team, setting goals and standards in line with the strategic plan for the Hospice.
3. To ensure effective inter-departmental communication and productive working relationships between staff and volunteers are maintained and developed across the Hospice.
4. To 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.
5. To focus on strategic issues and priorities to ensure required organisational performance is achieved
6. To supervise the formulation of policy proposals for consideration by the Board.
7. To work openly and transparently with NHS Greater Glasgow & Clyde to develop effective long-term commissioning arrangements for the delivery of specialist palliative care services.
8. To ensure the Hospice shares good practice and collaborates with NHS Greater Glasgow & Clyde and with other independent adult hospices in the development of efficiency and productivity programmes to achieve best value for money and avoid duplication of effort.
9. To champion and support innovation, service redesign, team working and creative partnerships.
10. To lead and manage change effectively.
11. To promote the values of the Hospice.
12. To manage staff fairly and effectively, ensuring that all legal obligations are met and that all policies and agreements are implemented.
  
13. To ensure the Hospice contributes productively to appropriate local and national groups, including the Scottish government cross parliamentary group in palliative care.

### **Income and Expenditure**

1. To be responsible to the Board for the overall financial health of the Hospice.
2. To advise the Board on the strategic financial direction and long term financial viability and stability of the Hospice, taking into account the Hospice's strategic aims.
3. To ensure accurate reporting at Board meetings on progress towards agreed financial targets and of expenditure against agreed budgets.
4. To ensure the development and implementation of an innovative income generation strategy which secures the net income required to enable the Hospice to achieve its strategic and operational aims.
5. To work with the senior management team to ensure the formulation and delivery of annual and strategic budgets and business plans.
6. To ensure the Hospice Lottery operates effectively and provides a predictable stream of income.
7. To work closely with the Director of Finance & HR 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.
8. To oversee the development of a Property Strategy to support the delivery of the Hospice's long term strategic objectives.

### **Quality & Governance**

1. To ensure effective governance arrangements, compliant with national and professional standards, are in place and that the quality of Hospice services and high standards of patient-focused care and services are safe-guarded, continuously monitored and improved.
2. To ensure compliance with relevant existing legislation and the requirements of regulatory bodies, advising the Board of necessary policy or operational changes.
3. To ensure that Healthcare Improvement Scotland finds the Hospice compliant with all extant standards and requirements.
4. To ensure that all necessary action is taken to protect the rights and safety of patients and families receiving care from the Hospice.
5. To ensure information is handled in a confidential and secure manner to appropriate ethical and quality standards.
6. To 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.
7. To ensure that risks are addressed in a systematic and documented manner and that Health and Safety policies are in place and adhered to.
8. To 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.
9. To ensure that any incidents or complaints are investigated in keeping with Hospice policies and procedures.

## **6 Assignment and Review of Work**

The post-holder has a high level of autonomy, working within Scottish Government and NHS Greater Glasgow & Clyde policies and priorities and the Hospice's own strategy.

The post-holder is directly accountable to the Chairman of the Board.

Review of performance is through the agreement of objectives and performance appraisal by the Chairman. Formal appraisal is undertaken annually, but more frequent informal reviews with the Chairman will be held on an ongoing basis. The post-holder and the Chairman meet regularly to review issues, opportunities and problems.

## **7 Decisions and Judgments**

The post-holder will:

- Work independently, using own initiative across the broad range of Hospice activities.
- Interpret and implement national and local policies and guidelines, guided by legislation, Healthcare Improvement Scotland requirements and best practice.
- Be accountable for own activity/workload working collaboratively with the senior management team to lead the delivery of the Hospice's strategic objectives.
- Work within agreed guidelines, protocols and Hospice Policies and Procedures.
- Exercise judgment and integrity to ensure staff are always treated fairly and consistently.
- Exercise discretion in handling of confidential or sensitive financial or general Hospice information.
- Lead and manage the Hospice proactively taking remedial action as required to resolve disputes, problems and complaints.
- Lead discussion and implement decisions taken at management and Board meetings.
- Maintain a consistent and unbiased approach at all times.
- Exercise discretion and diplomacy when dealing with highly complex, sensitive issues where opinion may be divided.
- Ensure a consistent message is delivered with relation to PR and Marketing.
- Act as the key contact in times of crisis.

## **8 Communication and Relationships**

The post-holder will:

1. Act as a visible and accessible figurehead fostering public confidence in the Hospice and establishing and maintaining effective networks.
2. Ensure a strong positive public image of the Hospice is maintained at all times.
3. Provide a visible, accessible and authoritative source of assistance, advice and support for staff, patients and their families.
4. 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.

5. Recognise the contribution which our staff and volunteers make to the life and work of the Hospice by seeking opinions and involving them in the development of the organisation.
6. Ensure that the Hospice is influential, constructive and open in its dialogue with all partner organisations and alliances.
7. Develop understanding and a shared commitment to the aims of the Hospice by effective communication with the general public, partner organisations, national and local politicians and the media.
8. Establish effective relationship with key governing bodies particularly NHS Greater Glasgow & Clyde and Healthcare Improvement Scotland.
9. Engage with key partners in the development of Hospice strategy.
10. 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.

### 9 Most Challenging / Difficult parts of the job

Influencing decision makers and budget holders in an environment of competing priorities and limited funds to secure the resources required to ensure the overall financial health of the Hospice and enable the continued delivery of the highest quality care for patients and families living with a life limiting illness.

Ensuring a strong performance culture, inspiring, motivating and empowering people to meet corporate objectives.

Championing and supporting innovation, service redesign, team working and creative and productive partnerships within the constraints of available resources.

### 10 JOB DESCRIPTION AGREEMENT

This job description is a general outline of the above post and it is not exhaustive. This job description is subject to periodic review with the post-holder. Duties may change in line with the service changes and of the post holders own personal development.

<b>Post Holder's Signature</b>		<b>Date</b>	
<b>Chairman's Signature</b>		<b>Date</b>	

**Person Specification Post: Chief Executive Officer, Ardgowan Hospice**

Criteria	Essential	Desirable
<p><b>Education , Training and Qualifications</b></p>	<ul style="list-style-type: none"> <li>• Educated to degree level, with a post graduate level qualification in a relevant subject (business or clinical discipline) or relevant and appropriate experience of operating at this level in a similar organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of continuing , relevant professional and personal development.</li> <li>• Evidence of supporting personal development of others.</li> </ul>
<p><b>Experience</b></p>	<ul style="list-style-type: none"> <li>• Awareness of relevant national policy initiatives and imperatives influencing the provision of palliative and end of life care.</li> <li>• Consistent achievement at a substantial senior management level in an organisation of comparable size and complexity, including managing budgets and resources.</li> <li>• A successful track record of building productive internal and external relationships and working collaboratively with the statutory, voluntary and private sectors.</li> <li>• A proven track record of effective decision making within a complex political/partnership environment.</li> <li>• A demonstrable track record of successfully designing, leading and implementing organisational and cultural change in a manner that inspires, motivates and engages all employees.</li> <li>• A 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.</li> <li>• Experience of successful people, budgetary and resource management.</li>   <li>• Experience of building personal and professional credibility with Boards, management teams, employees,</li> </ul>	<ul style="list-style-type: none"> <li>• An understanding (and preferably direct experience) of operating in an environment reliant on voluntary funding.</li> <li>• A track record of seeking out and developing new income streams and resources.</li> <li>• Evidence of having led or participated in a whole system organisational review.</li> <li>• Experience of operating in an environment of scarce resources and a track record of achieving best value for money.</li> <li>• A proven track record of successful corporate management, leading the formulation and delivery of corporate vision, strategies, policies and objectives.</li> <li>• Evidence of success in building and enhancing the reputation of an organisation; locally, regionally and nationally.</li> </ul>

	partners, the public and the media.	
<b>Skills, Competency and Disposition</b>	<ul style="list-style-type: none"> <li>• Evidence of leadership skills and the ability to motivate, persuade and influence others to deliver results and engender a culture of team working.</li> <li>• Excellent communication and networking skills, with the ability to give articulate, comprehensive and persuasive presentations to a wide variety of audiences, including the media.</li> <li>• Able to translate broad strategies into specific objectives and action plans and align processes and systems to achieve strategic priorities.</li> <li>• Able to provide sound advice, guidance and direction to the senior management team and experience of operating at Board level.</li> <li>• Proven ability to organise and undertake a diverse workload, manage constant and often conflicting work demands whilst still achieving competing deadlines and targets.</li> </ul>	

### Summary of Core Leadership Competencies

Core Competency	Example Performance Criteria/related behaviours
<b>1. Strategic Focus</b>	<ul style="list-style-type: none"> <li>• Understands the vision of the organisation and their role in achieving this</li> <li>• Sets longer term plans and develops contingencies</li> <li>• Understands external environment and its potential impact</li> <li>• Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision</li> <li>• Translates broad strategies into specific objectives and action plans</li> <li>• Aligns resources, processes and systems to support strategic priorities</li> </ul>
<b>2. Collaborative/ Partnership approach</b>	<ul style="list-style-type: none"> <li>• Promotes collaboration and teamwork across organisational boundaries seeing collaborative working as a key personal priority and source for the success of the Hospice</li> <li>• Recognises and capitalises on the skills and knowledge of others</li> <li>• Creates an open, team environment where differences can be discussed constructively</li> <li>• A balanced view of conflicting perspectives is established.</li> <li>• Cultivates an active network of relationships inside and outside the organisation</li> <li>• Understands current power and political relationships</li> <li>• Recognises and responds to the concerns of others</li> <li>• Takes a systematic approach to the development and maintenance of effective partnership working</li> <li>• Has a sound understanding of multi agency influencing and decision making protocols</li> </ul>
<b>3. Achieving results and making decisions</b>	<ul style="list-style-type: none"> <li>• Key accountabilities, judgement and decisions are accepted and acted upon.</li> <li>• Sets and pursues appropriate goals for self and service</li> <li>• Is committed to achieving results and demonstrates a strong commitment to organisational success</li> <li>• Manages stakeholder expectations to achieve results</li> <li>• Reviews key indicators and uses management systems to monitor progress and achieve results</li> <li>• Demonstrates a creative approach to problem solving</li> <li>• Able to work effectively under pressure</li> <li>• Important issues in a complex situation and their implications are identified.</li> <li>• Establishes appropriate, yet realistic timeframes to achieve results</li> </ul>
<b>4. Managing Resources</b>	<ul style="list-style-type: none"> <li>• Recognises and capitalises on staff strengths and abilities</li> <li>• Engages staff in understanding all decisions affecting them</li> <li>• Establishes clear objectives and results for all staff</li> <li>• Develops staff to achieve</li> </ul>



	<ul style="list-style-type: none"> <li>• Assigns clear authority and accountability</li> <li>• Actively listens to, and is aware of, employee issues or concerns and responds appropriately</li> <li>• Aligns available resource to agreed service priorities</li> <li>• Consistently looks for opportunities to improve use of resources</li> <li>• Delivers financial responsibilities and develops contingencies</li> </ul>
<b>5. Interpersonal approach</b>	<ul style="list-style-type: none"> <li>• Promotes ideas and proposals persuasively; Provides compelling rationales;</li> <li>• Shapes stakeholder opinions and negotiates win/win solutions</li> <li>• Builds a broad base of support among key decision makers and influencers</li> <li>• A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.</li> </ul>
<b>6. Change and Improvement</b>	<ul style="list-style-type: none"> <li>• Champions new initiatives and service redesigns:</li> <li>• Stimulates and develops innovative ideas and improvements based on accurate data</li> <li>• Challenges status quo and resistance</li> <li>• Prepares others to understand and accept change.</li> <li>• Is proactive, utilising intelligence to support proposals,</li> <li>• Is recognised as an enabler of change</li> <li>• Demonstrates resilience to continuous / concurrent change</li> <li>• Able to make hard decisions when implementing change</li> <li>• Works well with ambiguity or impartial data</li> <li>• Is flexible and adaptable</li> </ul>
<b>7. Professional Development</b>	<ul style="list-style-type: none"> <li>• Areas for development are identified through reflection and appropriate strategies pursued to improve performance.</li> <li>• Areas of strength are recognised and consistently applied.</li> <li>• Actively seeks to build on the shared learning and experiences</li> <li>• Constructive feedback is sought and acted upon to improve professional performance.</li> </ul>
<b>8. Respects Diversity</b>	<ul style="list-style-type: none"> <li>• Supports and enables fair treatment and equal opportunity for all</li> <li>• Establishes an environment where staff are comfortable raising issues or concerns</li> <li>• Challenges inappropriate behaviour and prejudice effectively</li> <li>• Managing people on an individual basis</li> <li>• Fostering relationships with people who have different views</li> <li>• Actively mentors and coaches staff and colleagues</li> <li>• Recruits and develops talent from all backgrounds</li> <li>• Actively seeks and applies diverse views and perspectives</li> <li>• Demonstrates an understanding of and applies appropriate</li> </ul>

	<p>legislation and employee policies</p> <ul style="list-style-type: none"> <li>• Uses inclusive language</li> <li>• Applies inequalities sensitive approach to service delivery</li> </ul>
<p><b>9. Governance</b></p>	<ul style="list-style-type: none"> <li>• Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved</li> <li>• Monitors organisational performance and exercises accountability for results</li> <li>• Has robust decision making processes to achieve effective financial, clinical and employee results</li> <li>• Ensures organisation fulfils its financial, clinical &amp; staff responsibilities</li> <li>• Examines and defines factors that could adversely affect performance or delivery of committed activities</li> <li>• Ensures compliance with statutory or policy obligations</li> <li>• Quantifies and assigns probabilities to risks and opportunities (level and likelihood)</li> </ul>

## **ARDGOWAN HOSPICE APPOINTMENT STATEMENT OF TERMS AND CONDITIONS**

### **Post: Chief Executive**

This is a full time appointment.

Confirmation of appointment will be subject to satisfactory completion of Pre Employment Checks including; Satisfactory References, Evidence of Professional Qualifications, Eligibility to legally work in the UK and a Disclosure Scotland check.

### **1. Salary**

The grade and salary range for this post is **£54,454 to £65,270**

Placing on the range will be determined by a range of factors, taking into account current salary. The starting salary will be part of the formal offer of employment. Progression through the pay range is on the basis of an annual assessment of performance in a year beginning 1st April and ending 31st March.

### **2. Hours of Duty**

The set hours of work are 37½ per week – Monday to Friday 9.00 a.m. until 5.00 p.m.; however, the number and pattern of hours will reflect the demands of the post which will include attendance at Board and Committee meetings and miscellaneous hospice events out with standard hours. There is no contractual right to additional pay or time off in lieu for additional hours. This will not affect individual rights under the Working Time Directive.

### **3. Pension Arrangements**

The Scottish NHS superannuation scheme is available to clinicians who join the hospice directly from NHS and are in the NHS pension scheme. Otherwise the hospice offers a private pension plus life assurance benefits. The current rate of employee contribution is 5.5% which is matched by the Hospice contribution of the same amount.

### **4. Annual Leave**

The annual leave entitlement is 27 days rising to 29 days after 5 years service and 33 days after 10 years service. Annual leave entitlement will recognise continuity of service from the NHS.

Public Holidays (8 days) are allocated in addition for all Hospice employees.

### **5. Location**

For employment purposes, your base will be in one of the two main hospice buildings on Nelson Street, Greenock.

The post will require you to travel regularly in Scotland and on a less frequent basis within the U.K. Home to work expenses will be met by the post holder but all further

travel expenses incurred as a result of your employment will be reimbursed by the hospice after authorisation.

#### **6. Outside Work**

Prior permission must be obtained from the Board before any paid or unpaid outside work is undertaken

#### **7. Removal Expenses**

Reasonable removal expenses will be payable, should the Board require you to move home. This will be discussed with you, as part of an offer of employment.

#### **8. Employment Policies**

The terms and conditions of service for the post of Chief Executive are those contained within the hospice's Human Resources Policies which include a three month period of notice of termination of employment.

#### **9. Performance Appraisal and Personal Development**

The annual performance cycle is from 1<sup>st</sup> April to 31<sup>st</sup> March. Performance is assessed against a performance plan, which contains individual service objectives relating to the hospice's corporate objectives and individual behavioural objectives. The performance plan is agreed with the Chairman. Performance against the plan is assessed by the Chairman.

**POST: CHIEF EXECUTIVE OFFICER**

**DETAILS OF HOW TO APPLY**

Please note, the Closing Date for all applications is **Noon, Friday 24<sup>th</sup> August 2012**

Late applications will not be forwarded for short-listing.

All applications will be acknowledged and treated in the strictest of confidence.

**Additional Information**

To request a confidential discussion please email Duncan Galbraith, Chairman, Ardgowan Hospice, on [dandlgalbraith@tiscali.co.uk](mailto:dandlgalbraith@tiscali.co.uk)

Please refer to Job Description and Person Specification for details of the role.

For further information about Ardgowan Hospice please visit [www.ardgowanhospice.org.uk](http://www.ardgowanhospice.org.uk)

To apply for the post of Chief Executive please submit the following:

- ✓ Detailed **Curriculum Vitae which should cover your full career history including details of relevant key note achievements.**

**You should also include contact details of 2 Referees**, one of which must be your current or most recent employer. References will be taken up for shortlisted candidates only; referees will not be approached without obtaining your prior consent.

- ✓ A **covering letter, indicating briefly how you meet the selection criteria for the role, as outlined in the Job Description and Person Specification and highlighting why you are attracted to this post.** Please quote reference number on all correspondence.
- ✓ Candidates are also required to complete and submit the **Personal Details and completed Equality Monitoring Form**

**Please submit your completed application by Noon Friday 24<sup>th</sup> August 2012 by email to: [Katrina.Truten@ggc.scot.nhs.uk](mailto:Katrina.Truten@ggc.scot.nhs.uk)**

If you have any questions about the application/selection process or to request a postal/email Information Pack please do not hesitate to contact:

Katrina Truten on 0141 278 2650 or email [katrina.truten@ggc.scot.nhs.uk](mailto:katrina.truten@ggc.scot.nhs.uk)

Susan Chisholm on 0141 278 2624 or email [Susan.Chisholm@ggc.scot.nhs.uk](mailto:Susan.Chisholm@ggc.scot.nhs.uk)

#### **SELECTION PROCESS AND RECRUITMENT TIMETABLE**

<b>Recruitment Stage</b>	<b>Planned Date</b>
Closing date for returned applications	Noon, Friday 24th August 2012
Ardgowan Hospice Selection Panel convened to consider and Shortlist applications.	Week Commencing 27 <sup>th</sup> August 2012
Candidates contacted to advise outcome of Shortlisting	By Friday 7 <sup>th</sup> September 2012
Shortlisted candidates will be invited to participate in the following prior to the panel interview event : <ul style="list-style-type: none"> <li>➤ Online Work Related Personality Assessment</li> <li>➤ Completion of Significant Management Event Report</li> <li>➤ Assessment Interview (conducted by an external assessor )</li> </ul>	<p>To be completed by 15<sup>th</sup> September 2012</p> <p>By Tuesday 25th September 2012</p> <p>Between Monday 1<sup>st</sup> September and Friday 5<sup>th</sup> October 2012</p>
Shortlisted candidates invited to panel interview. Final selection interviews will be carried out by a selection panel comprising Ardgowan Hospice members and will include an external panel member	Scheduled 13 <sup>h</sup> October 2012

***Please note the dates indicated above are indicative and may be subject to change***

#### **Special Requirements for Selection Events**

*Where appropriate Ardgowan Hospice is fully supportive in discussing making any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition. If you require any special arrangements to be made in regards your participation in selection events, please indicate this in your covering letter or contact Katrina Truten on 0141 278 2650 to discuss.*

Where appropriate, shortlisted candidates will be reimbursed any reasonably incurred expenses in attending Selection Events.