



Director of People
and Organisational Development



About Us

Our Vision

Everyone has choice and excellence on their journey towards the end of life.

Our Mission

Keech Hospice Care exists to provide high-quality accessible specialist palliative care (SPC); and work in partnership to influence and educate others in End of Life Care.

Strategic Themes

Through developing our plan, we have identified six areas to focus on over the next five years, which will progress our journey towards the delivery of our mission.

Underpinning our determination to create the greatest possible impact through our work, our strategic themes are:

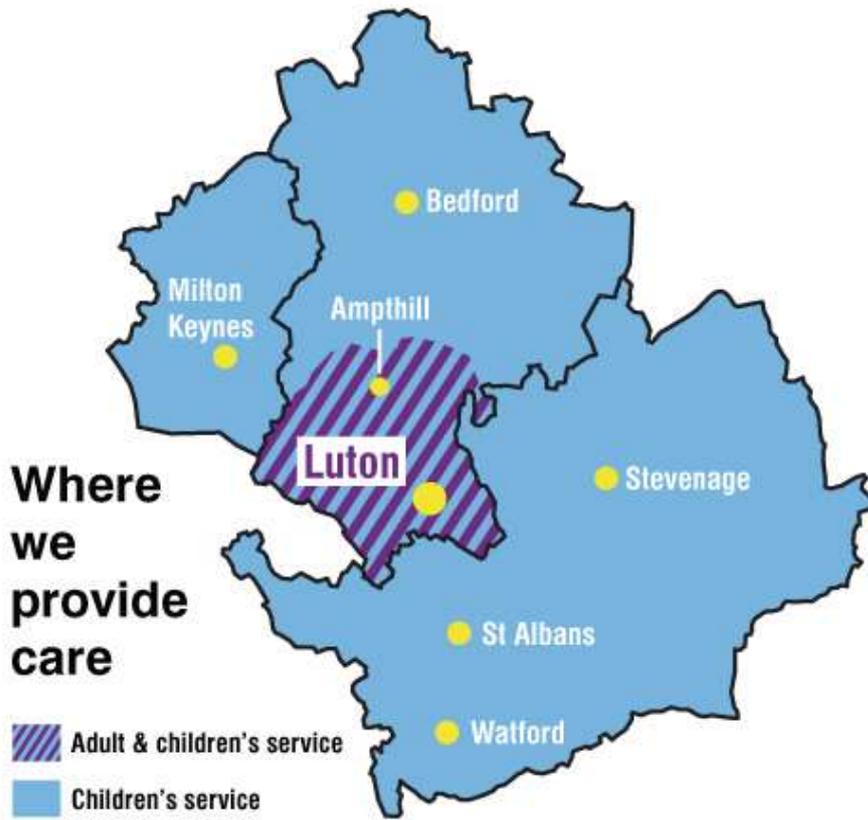
1. To deliver excellent palliative care (whenever possible in people's own homes).
2. To educate, communicate and influence others to deliver excellent palliative care by sharing our experience and expertise. To educate the public about death and dying.
3. To be well funded so we maximise organisational impact.
4. To be well governed and led.
5. To maximise our people resource (staff and volunteers).
6. To use business intelligence to further our aims.

We believe:

- Hospice care is about quality of life and making dying, death and bereavement a normal process, and about living with these realities.
- Hospice care is innovative and pioneering.
- Hospice care is integrated.
- Hospice care is led by people's needs.
- Hospice care is expert in nature.
- Hospice care is influential in the quality of care provided by others.
- Hospice care engages with the community.
- Hospice care is provided in partnership with others.

Catchment Map

Keech Hospice Care supports adults living in Luton and South Bedfordshire and children and their families from across Hertfordshire, Bedfordshire and Milton Keynes.



Where we are



The Senior Leadership Team (SLT)



Chief Executive, Liz Searle

After qualifying as a Nurse and working in cancer and palliative care Liz held posts in higher education developing palliative care courses, with Macmillan as Director of Education Development and Support and at Sue Ryder Care as Head of Palliative Care working with their hospices. Liz has published books and articles in palliative care and has presented at numerous conferences.

Liz's journey at Keech Hospice Care began in 2012 when she was appointed to lead and manage all the clinical services. In September 2015 she was appointed interim CEO, and was selected to fill the permanent CEO position in February 2016.



Clinical Director, Elaine Tolliday

Elaine joined Keech Hospice Care in 2009, initially as Head of Care and now as the Clinical Director. Elaine qualified as a Nurse in 1991 and after a few years in general nursing dedicated her career to palliative care, working as a Macmillan Clinical Nurse specialist for 12 years.

As Clinical Director, Elaine oversees the delivery of all care services and leads the teams in developing new services. It is also her responsibility to ensure high quality, holistic care is offered to as many patients and their families as possible.



Income Director, Alison Shotter

Alison joined Keech Hospice Care in January 2016 as Income Director and oversees the charity's Fundraising, Retail (charity shops) and Marketing teams. Alison worked in commercial marketing for 10 years, for companies including Hertz Europe, before moving to the charity sector.

Alison has over 15 years' experience in senior fundraising and marketing roles in the charity sector and has a particular interest and specialism in the UK care sector. Alison is passionate about supporting both children and adults in local communities.

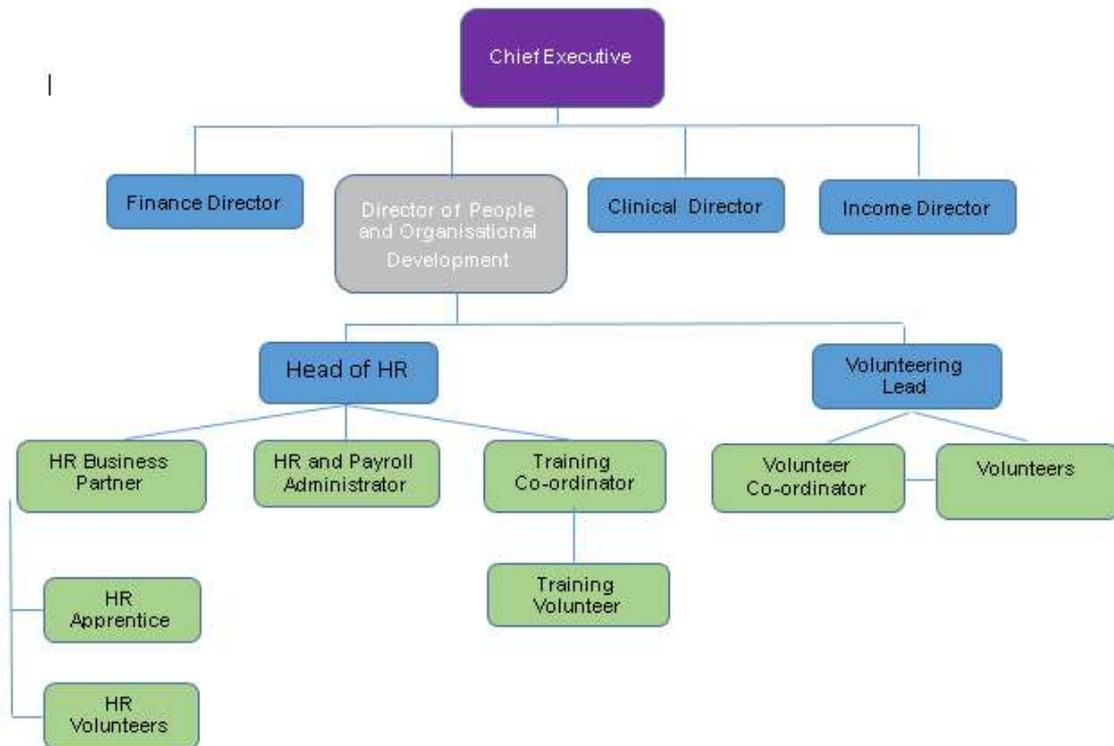


Finance Director, Neil Goulder

Neil joined Keech Hospice Care in May 2015 after eight and a half years at vInspired, the national youth volunteering charity. Neil's experience as a financial director has seen him work at Theo Fennell jewellers, a West End theatre, and the Prince's Foundation for the Built Environment.

As Finance and Corporate Services Director, Neil leads the finance and IT functions of the charity.

Human Resources and Volunteering Department



Ambitions of HR and Organisational Development

Our Ambitions

To have the right people in the right place at the right time, doing the right things – efficiently. The challenge for the new Director of People and Organisational Development will be to build on these foundations, ensuring our hospice retains an open and inclusive culture whilst balancing this against the need to run an outstanding business.

A well-being strategy that underpins initiatives already in place but develops new opportunities and partnerships.

Review succession planning across the organisation and implement effective initiatives to ensure knowledge transfer and a pipeline of key posts such as qualified Nurses.

Supporting a new approach to quality improvement with lean style processes to achieve operational excellence.

Review our reward, recognition and competency ambitions to ensure we are fit and effective.

To become an organisation that is the employer of choice for staff. Flexible, open, transparent but demanding and supportive of the best.

A well-being strategy that clearly supports staff to do their best – an employee and volunteer engagement approach.



History of Keech Hospice Care

1986

In 1986 the idea of a hospice for terminally ill adults in South Bedfordshire was instigated by Dr. 'Wink' White, a local retired GP.

1991

After five years of planning and fundraising, what was then called the Luton & South Bedfordshire Hospice was built on land generously donated by Mrs Betty Robinson and became operational in April 1991. The building was later extended to create a new, purpose-built day hospice called the Powdrill Centre.

1997

In 1997, the charity launched a £3 million appeal to build a second hospice for children with life-limiting illnesses and their families, initially from Bedfordshire and Hertfordshire. Today the children's hospice also cares for children in Milton Keynes.

2000

Land for the building was again given by Mrs Robinson and a local businessman, Mr Dennis Keech, boosted the appeal with a £1 million donation. Keech Cottage Children's Hospice was officially opened by HRH The Princess Royal in March 2000.

Since then, the charity has continued to develop and improve the services it offers to patients and their families across both hospices.

2002

In 2002, work on a specialist hydrotherapy pool was completed, linking the two hospices together.

In the same year, the organisation was renamed 'The Pasque Charity'. The name, which was chosen with the locally grown Pasque flower in mind, was also applied to the Pasque

Adult Hospice. The children's hospice retained its association with its major benefactor with the name Keech Cottage.

2008

In 2008, the charity began a project to upgrade the adult hospice. Much had changed in palliative care since the adult hospice first opened its doors and the original building was beginning to show its age and limitations for modern care. At around the same time the government made funds available to adult hospices to improve their buildings. The timing couldn't have been better. The charity applied for funds to rebuild the adult inpatient unit. The state-of-the-art facility was designed to better accommodate modern practices in medical and nursing care and promote the maximum levels of comfort and dignity for patients.

2009

The unit opened to patients in October 2009.

On 1st October 2009, the charity changed its name to 'Keech Hospice Care'. Working under the umbrella name 'The Pasque Charity' with two separate names for each hospice had been problematic and confusing. The new name was chosen to reflect the strongest elements of the charity's previous identities – Keech because this was highly recognised in the community; Hospice because this clearly describes the charity's work; and Care because this is at the centre of the hospice's values.

2010

In 2010, the government released a second round of funding - this time for adult and children's hospices to improve their buildings and equipment. Once again the charity applied but didn't receive as much as it needed but did get sufficient to refurbish and enlarge the old laundry and complete renew and enlarge the old day hospice. The Day Hospice then became known as the Keech Palliative Care Centre (KPCC) to reflect the wider variety of services it now provides as well as the traditional day hospice care.

2013

In 2013 the charity was pleased to receive funding to refurbish the old kitchen, boilers, dining room and reception - the final part of the plan dreamt up in 2008!

2014/15

These refurbishment works were completed in 2014.

Going forward and subject to funding, the focus is to improve and extend services and facilities for relatives, friends and visitors of patients using either hospice.

From that first germ of an idea back in 1986, Keech Hospice Care today has grown into one of the region's most respected and supported charities.



Job Description

Responsible to: Chief Executive

The post holder is a member of the Senior Leadership Team (SLT) and participates in maintaining the overall good leadership of the charity.

Responsible for: HR, Education and Training, Volunteering and Organisational Development.

Job Purpose: The role is to shape, deliver and embed organisational development strategies and learning to build a culture that aligns to our values and aims and will achieve sustained high quality performance utilising quality improvement methodology. Integral to this is the development of talent in individuals and teams, contributing to the aim of attracting, developing and inspiring skilled and enthusiastic staff who share our vision. To lead and direct the HR, Education and Training and Volunteering functions of the charity and to take a strategic and developmental overview of all people related needs of the charity. To develop a strategic dashboard and associated KPI's. To champion an environment of ongoing learning, leading by example.

People

- To direct the HR function and individual HR practice in order to maximise the contribution made to the charity by all of its staff both paid and voluntary.
- To ensure that HR practices operate effectively for both the charity and individuals.
- To ensure the promotion and deployment of volunteers throughout the charity to maximum benefit.
- To ensure there is an effective and efficient provision of pay, payroll and pension service.
- To ensure that all people involved within the charity feel valued, respected and their well-being supported.
- Ensure that Keech Hospice Care promotes and welcomes diversity in all parts of the organisation and in all services.

People Development

- To ensure that a learning culture operates throughout the charity.
- Develop, communicate and implement an OD strategy and associated plans that support our values, enabling our vision and improving prospects and opportunities for people.
- Lead the ongoing provision of high quality and inspirational management and leadership development initiatives, including

coaching and mentoring, that will enhance current and potential capability throughout the group.

- Develop a structured approach to talent management and succession planning that offers effective development for our staff and ensure long term business continuity.
- Guide and support managers in the planning and implementation of change and organisational development initiatives.
- Ensure understanding of workforce planning, identify capability gaps, planning and providing for current and future learning and development needs that demonstrate value for money.
- Provide motivational leadership to staff, planning resources and priorities, developing skills and competencies that will enhance capability and credibility and ensuring achievement of agreed outcomes and performance objectives.
- Direct the development and delivery of people development plans in conjunction with the Senior Leadership Team.
- Lead on the development and implementation of a succession plan to ensure forward planning knowledge retention and continuity of service across departments.
- To ensure that learning and education resources are available to all staff.

Duties in common with other members of SLT:

- To behave at all times with complete integrity, respecting professional dignity and ensuring that actions enhance the reputation of themselves and the charity.
- To take responsibility with other members of SLT for developing policies for trustee approval, deciding the strategic direction, and managing the operation of the charity.
- To be innovative in the use of staff and volunteers, to develop and propose objectives for all members of the departmental team, and to develop and coach staff according to the charity's IPR system.
- To ensure cost-effective use of all resources, to be responsible for managing the relevant departmental budget, and to co-operate with the Finance Director in the response to regular financial reporting.
- To network with appropriate organisations and individuals as required in the best ongoing and future interests of the charity.
- To lead projects agreed with the Chief Executive.
- To undertake any other reasonable duty that may be required from time to time.

Duties in common with other members of staff:

- To report accidents recording the incident in the relevant book
- To ensure cost-effective use of resources, to be responsible for managing the relevant budget, and to co-operate with your line manager in the response to regular financial reporting
- To be an ambassador for the charity
- To maintain the best appearance of your immediate working area
- Abide by your Professional Code of Conduct
- To adhere to the Infection Control Policies and Procedures set by the charity and the Care Quality Commission

Health and Safety To adhere to Fire and Health and Safety regulations and maintain a safe working environment at all times

Policies and Procedures To take responsibility for being up to date with current policies and procedures and to adhere to these

Equal Opportunities To treat everyone with whom you have contact through your work with equal dignity and respect regardless of race, colour, gender, marital status, creed, religion, disability, age, or any other factor that could be used in a discriminatory manner

Person Specification

Requirement	Essential	Desirable	Assessment
Education and Qualifications	<p>Educated to a master's degree or equivalent post-graduate qualification</p> <p>Full membership of Chartered Institute of Personnel and Development (CIPD)</p> <p>Evidence of on-going personal and professional development</p> <p>Formal training or qualification in management and/or leadership</p>	Fellowship CIPD	<p>Application</p> <p>Interview</p>
Knowledge and Experience	<p>Excellent knowledge of UK employment legislation including complex issues such as TUPE</p> <p>Working at Board level</p> <p>Formulating and implementing successful people and organisational development strategies</p> <p>Evidence of developing, leading and delivering success in implementing transformational change within a complex organisation</p> <p>Accounting and financial reporting systems and budgetary management</p>	<p>Knowledge of the health sector</p> <p>Knowledge of voluntary organisations and working with a large volunteer workforce</p> <p>Knowledge and use of relevant software packages including Excel, Word, Cascade, ADP</p> <p>Successful track record in a senior Human Resources role in a third sector or health care provider</p>	<p>Interview</p> <p>Application</p> <p>References</p>

	<p>Directing the Human Resources function and developing and implementing sound people and employee relations strategies</p> <p>Building personal and professional credibility with the board of trustees, management teams, staff and volunteers</p>	<p>Attending and participating in Board/Trustee meetings</p>	
Skills	<p>The ability to manage a complex work programme and manage competing demands and priorities</p> <p>Highly developed leadership, negotiation and influencing skills with the ability to motivate, challenge and engage individuals and teams</p> <p>Excellent organisational skills and the ability to communicate directly to individuals at all levels including high quality writing skills</p> <p>Ability to set out a clear strategic direction, inspire others and assume command, together with an ability to translate strategic objectives into deliverable operational plans</p> <p>High level of self-motivation</p> <p>Proven track record in strategic and operational leadership</p> <p>The ability to respond effectively to quickly changing circumstances and priorities and the ability to work to deadlines and to operate as part of a team, manage through a team or own initiative as occasion demands</p> <p>Proven ability to analyse, interpret and present complex data</p> <p>Excellent analytical and presentational skills</p>		<p>Application</p> <p>Interview</p> <p>Presentation</p> <p>References</p>
Personal Attributes	<p>Committed to equality of opportunity</p> <p>Visionary/Strategic</p> <p>Inspirational/Motivational</p> <p>Networker/Connector/Collaborator</p>		<p>Interview</p>

	<p>Authentic; Determined/Perseverance Extrovert/Communicator/Optimistic Implementer/Builder Organised/Systematic</p> <p>Passionate about learning and knowledge sharing</p> <p>Good sense of humour</p> <p>Flexible - able and willing to work flexible hours</p>		
--	--	--	--

Benefits of Working at Keech Hospice Care

Pay and Benefits

Pay:

Our pay framework is designed to attract and reward the most capable and committed people. We have an incremental pay scale, movement through is reliant on individual performance and training. It is similar to the NHS pay scale but set at a slightly higher rate to attract and retain the best staff.

Annual Leave:

We have a generous annual leave entitlement of 29 days per annum, exclusive of bank holidays (entitlement plus bank holidays will be pro-rated for part-time employees). The annual leave year runs from 1st April to 31st March. This increases to 30 days after five years of service.

Contributory Pension Scheme:

Anyone who is an active member of the NHS pension scheme when they join us can continue to make contributions to that scheme. For all other staff, we offer an auto-enrolment scheme through Aegon. Currently the contributions are 5% from the employer and 3% employee. This is operated through a salary exchange scheme which reduces the costs for employees.

Life Assurance:

Two times basic salary to nominated individuals should an employee die in service (not available to NHS pension scheme members)

Sick Pay:

Up to one years service - 1 months full pay and 4 months half pay (after 3 months probation)
Up to two years service - 2 months full and 2 months half pay
Up to three years service - 3 months full and 3 months half pay
Up to four years service - 4 months full and 4 months half pay
Up to five years service - 5 months full and 5 months half pay
Over five years service - 6 months full and 6 months half pay

Maternity:

We offer employees who have completed 52 weeks continuous service the following Occupational Maternity Pay:

8 weeks of leave on full pay inclusive of SMP
18 weeks of leave on half pay plus SMP
13 weeks of leave on SMP
13 weeks of leave unpaid

Training and Support

Training and Education

Keech Hospice Care is committed to the appropriate training and development of its staff and volunteers.

Supervision, Support and Employee Assistance Programme

All staff receive regular supervision from their line manager.

Due to the nature of the work that we do, we are also aware that at times, staff experience personal or professional issues that affect them. To address this, we have a dedicated support programme available to staff and an Employee Assistance programme run for us by Health Matters which provides practical information, resources and confidential counselling to all staff and their families. The service is available 24 hours a day, 7 days a week over the telephone and online.

Working Environment

Working hours

Our full time equivalent is 37.5 hours per week in our offices and 40 hours per week in our shops.

Meals and refreshments

For staff based at the Hospice, Valeries, our dining room offers a good choice of high quality catering at lunch times, including hot meals, soups, sandwiches and desserts. Vegetarian options are available every day and all of these are offered to staff at a very reasonable cost.

Location, environment and parking

Keech Hospice Care is set in beautiful countryside just north of Luton, in Bedfordshire. There is free parking available for staff at the Hospice. The town is served by excellent road and rail transport links and benefits from a thriving town centre, a strong local economy and a vibrant multi-cultural community.

Because of the catchment area we serve, some posts involve working at other locations across Bedfordshire, Hertfordshire or Milton Keynes. All of these locations benefit from great transport links and a combination of excellent local amenities and fantastic countryside.

Staff social activities

Getting the job done well is very important to us here but it's not all work and no play! We organise a range of activities for staff and their friends and family. In addition, staff are able to make use of the charity's hydrotherapy pool free.

Terms and Conditions

Salary: circa £58,000 per annum

Hours: 37.50 hours per week

Closing date: 12th September 2016

Interview date: 26th September 2016 (1st stage)
3rd/4th October 2016 (2nd stage)

How to apply

If you are interested in applying, to receive an application pack in the post please forward your contact details including your postal address to Matt Ambler, Head of HR via amblerm@keech.org.uk

Applications must be returned via the following means by 12th September 2016.

Email: amblerm@keech.org.uk

Post: Matt Ambler
Head of HR
Keech Hospice Care
Great Bramingham Lane
Streatley
Luton
Beds
LU3 3NT

Liz Searle CEO, is offering informal visits to the hospice and telephone conversations on Monday 5th September. Please advise if you would like to book a convenient time for a tour or a chat.