

Chief Executive Officer

Candidate Information Pack

Polly Symondson *Recruitment*



Contents

- Welcome
- About Harlington Hospice
- About the role
- Role responsibilities
- Person specification
- Terms of employment
- How to apply



Dear Applicant,

Thank you for your interest in this critical role. Harlington Hospice and Michael Sobell Hospice Charity came together almost 7 years ago, shortly after the colossal efforts to take on the running of the re-opened Inpatient Unit. Harlington Hospice is bucking the trend of many hospices nationally having secured what we believe is a fair level of funding from the NHS for the next 6 years. We are also expanding and not shrinking. We are in this positive position because our tough financial challenges came earlier than for most and we made the difficult decision to reducing our workforce in 2023. We did not cut clinical services – we got back to financial stability by reducing our head office team to the absolute core. Clinical care was not impacted – and this is evidenced by our recent improved CQC assessment as ‘good’ across the Board.

This background is important because it sets the tone for the kind of organisation we are, and the kind of person we are looking for. Our Exec and leadership team all work across the spectrum from the most strategic and political, to the most operational. Everyone has to be hands on. The huge positive of this is the ability to have impact quickly. We are on a journey to professionalise and modernise how we work – not for the sake of it – but so we can focus our efforts and resource on maximising impact.

We knew that our outgoing CEO would be looking to move closer to family and will be looking for the right leader to support us into our next stage of stabilisation and growth. We will need someone who can operate in a lean environment, who can consolidate our financial recovery and support the Board to continue our evolution through partnerships. But most importantly will be a cultural fit with our wonderful teams.

Next year is the Hospice’s 50th anniversary. We will be taking the opportunity to celebrate and reflect and also to expand our service offer with refurbishment of our day centre into further beds. It’s a great time for an ambitious, committed, creative leader to join the team.

Michael Breen, Chair of Trustees

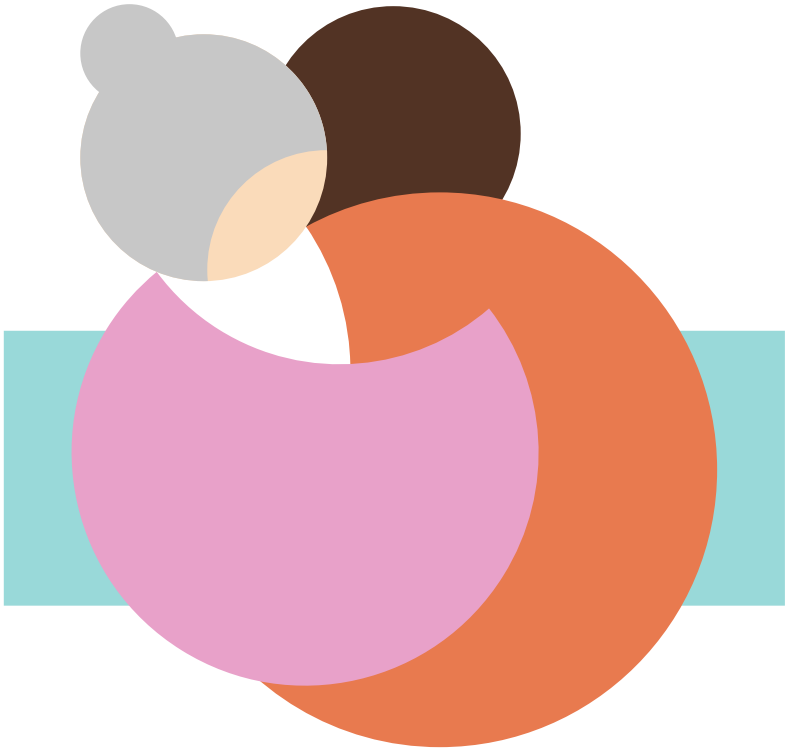


About us

Harlington Hospice and our inpatient hospice, Michael Sobell House, are here to support people living with serious or terminal illness in the London Borough of Hillingdon and surrounding areas.

We believe that everybody living in our local community should be able to access the care and support they need to live each of their days in their own way, to the fullest. We support people both in their own homes and within our inpatient hospice.

Harlington Hospice and Michael Sobell Hospice formally merged operations in 2023. Merging has allowed us to join up the expertise previously spread between the two teams, and to build a more resilient organisation for the future.



Our core principles

Our vision

Where everyone living with serious or terminal illness is treated as an individual and supported to live with their illness in a positive way.

Our values

Collaborative

We're inclusive and diverse and never overlook the value of others' views and perspectives in creating more individualised care. We share our own and learn from other's best practice.

Responsive

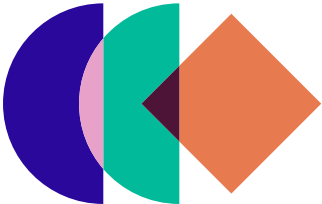
We are embedded in our local community and exist to respond to their needs. We go above and beyond to find the right answers for whoever needs our help.

Thoughtful

We think not only about the most effective medical practice, but also about what is helpful for our patients.

Courageous

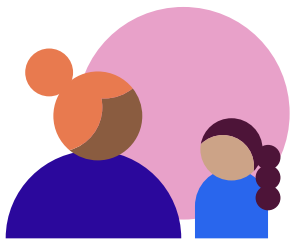
We're there at people's hardest moments in life and we're a pillar of strength for them when they need us.



About the role

This is a pivotal leadership role for Harlington Hospice. Reporting to the Chair and Board of Trustees, the Chief Executive will provide visible leadership across the organisation, setting strategic direction, ensuring high-quality, compassionate care, and maintaining the financial stability we have worked hard to rebuild.

We are looking for a leader who is equally comfortable setting strategy at Board level and staying close to the day-to-day realities of a small, close-knit organisation. You will inherit a hospice in a stronger position than many of our peers, and your task will be to build on that foundation, growing our services, our income and our impact sustainably, without losing the culture that got us here.



Role Responsibilities

Strategic Leadership & Governance

- Work with the Board of Trustees to finalise and deliver the Hospice's current draft strategy developing and agreeing plans for delivery, adapting to changing healthcare, funding and regulatory environments.
- Provide visible, credible leadership in setting and achieving the organisation's strategic goals, policies and objectives, and in embedding our values across everything we do.
- Ensure appropriate reporting to the Board on organisational performance, finances, risk and the achievement of strategic objectives.
- Support the Chair in ensuring the continued effectiveness and engagement of the Trustees.

- Have overall responsibility for governance, quality assurance, risk management and compliance, ensuring the Hospice meets all statutory, clinical, legal and regulatory requirements.

Operational & Clinical Leadership

- Ensure the effective, efficient and safe day-to-day operation of Harlington Hospice and Michael Sobell House, across clinical, non-clinical, commercial and retail activity.
- Maintain and develop the Hospice's high standards of clinical and support care, taking prompt action to address any underperformance.
- Lead the Senior/Executive Team, promoting good working relationships and effective coordination across the organisation.
- Ensure the Hospice has the resources it needs – people, premises, equipment, IT and finance – to operate effectively and meet the needs of our community.

Financial Stewardship & Sustainability

- Be responsible to the Board for the overall financial health of the Hospice, ensuring financial stability and an adequate level of reserves is maintained.
- Continue to develop and sustain diverse, structured and repeatable income streams including NHS/ statutory funding, fundraising, trading and commercial activity to support sustainable, long-term growth rather than short-term peaks.
- Oversee robust budgeting, financial planning and financial control systems, and ensure prudent and efficient management of all resources.
- Identify and pursue opportunities to redesign, grow or future-proof services, including capital bids and new income-generating initiatives.

People & Culture

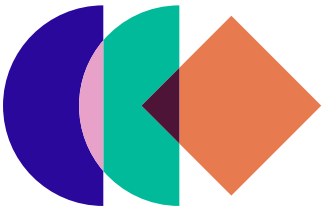
- Lead, inspire and develop the Executive Team and,

through them, all staff and volunteers, fostering a culture of continuous learning, professional growth and shared ownership of our mission.

- Protect and evolve our culture as we grow ensuring that fundraising, care and community engagement remain everybody's responsibility, not just a function of one team.
- Ensure appropriate delegation is in place, and that all managers and staff understand the extent of their authority and accountability.
- Lead by example in living Harlington Hospice's values: Collaborative, Responsive, Thoughtful and Courageous.

External Relations & Ambassadorship

- Act as the principal ambassador for Harlington Hospice, building and maintaining relationships with commissioners, NHS and ICB partners, donors, corporate partners and the wider community.
- Represent the Hospice in public forums, media and sector networks, communicating our vision and impact with clarity and conviction.
- Work closely with the Director of Fundraising and wider team to maximise engagement with our supporters, particularly as we approach the 50th anniversary of our inpatient unit in 2027.
- Navigate sensitive topics - end-of-life care, ethical dilemmas and public understanding of palliative care with confidence, warmth and transparency.



Person Specification

Experience & Knowledge

- Proven senior executive leadership experience within a CQC-regulated healthcare, hospice or not-for-profit organisation.
- Strong financial acumen and a demonstrable track record of building sustainable income and commercial activity.
- Experience of successful leadership at Board level within a complex, multi-disciplinary organisation.
- Experience of leading organisational change, service transformation and/or merger integration.
- Track record of developing and embedding organisational culture, values and ethos.

Skills & Abilities

- Commercially and politically astute, with strong problem-solving and risk-based decision-making skills.
- Outstanding communication and relationship-building skills, able to engage and influence Trustees, donors, regulators, staff, volunteers and the wider community.
- Ability to move seamlessly between strategic leadership and hands-on, operational involvement.
- Resilient, with the sensitivity and emotional intelligence to navigate a challenging and emotive care environment.

Personal Qualities

- A deep, genuine commitment to compassionate, person-centred, end-of-life care.
- Committed to Harlington Hospice's values: Collaborative, Responsive, Thoughtful and Courageous.
- A true team player who values shared ownership and can inspire that same spirit across the organisation.
- Acts with integrity and in accordance with the Nolan Principles of Public Life.

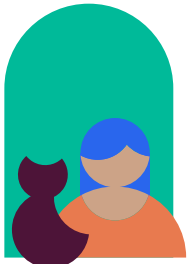
Other Requirements

- The ability to travel between sites as required.
- Right to work in the UK.
- Willingness to work flexibly, including outside usual hours when required.



Terms of Employment

- Position:** Chief Executive Officer
- Reporting to:** Chair of the Board of Trustees
- Direct reports:** Medical Director, Director of Clinical Services, Finance Director, Director of Fundraising, Heads of Retail and Business Manager
- Salary:** £95,000-£110,000 d.o.e
- Location:** Michael Sobell House (at Mount Vernon Hospital)/Harlington, with regular travel across our sites.
- Hours:** 37.5 hours (full time, permanent) – flexible working options can be discussed with the successful candidate.
- Annual leave:** 25 days, plus public bank holidays
- Maternity/paternity/ carers allowance** Maternity pay (also applies to adoption leave): 6 months continuous service at 15 weeks pre-birth: 6 weeks of SMP @ 90% earnings, 15 weeks of half pay and then SMP.
- Pension:** Scottish Widows or NHS Pension (for those currently in scheme)
- Any other benefits:** Onsite canteen with subsidised meals, Discounts in Hospice Charity shops, NHS Blue Light card and discounts, Subsidised parking.



How to Apply

Please provide a CV detailing your skills and experience and a supporting statement outlining how your experience matches the person specification and why you are the right person for the job. We recognise that some of your experience may be from unpaid roles as well as paid employment – please include any voluntary work if it helps to show why you are the right candidate for the job.

At PSR we do understand that Artificial Intelligence platforms can be a useful tool in assisting with research for an application, however we request that your supporting statement is not written using AI to ensure that your authentic voice and communication style is present. Any personal statements found to be AI generated will be discounted and a new version requested in order to progress an application.

Please email your supporting statement and CV to info@pollysmondsonrecruitment.co.uk quoting **ref: 2675**

Application deadline: **16th October**

Initial interviews with PSR will take place online on: **19th/20th Oct**

Shortlisted candidates will be invited to an interview on: **4th Nov**

We actively encourage applicants from diverse backgrounds especially from ethnically diverse, LGBTQ+ and disabled communities as well as those with lived experiences of tackling inequalities, as we believe diverse voices are instrumental in creating transformational change.

Harlington Hospice, in compliance with the Equality Act 2010, will seek to make reasonable adjustments to overcome barriers to employment caused by disability and/or neurodiversity, and encourages applications from these candidates. If you need any reasonable adjustments please contact PSR on 01242 691683. We guarantee to offer an interview to those with a disability who meet the minimum criteria.

Recruiting Applicants with Criminal Records: Applicants with criminal records are welcome to apply for roles at Harlington Hospice. Advice and guidance on disclosing a criminal record can be obtained from [Unlock](#). Successful appointment is subject to DBS checks appropriate to the post and references.