



**Chief Executive
Appointment Brief
July 2026**



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Welcome from Chair of Trustees

Thank you for your interest in the position of Chief Executive of St Raphael's Hospice.

For more than 40 years, St Raphael's has provided specialist palliative and end-of-life care to the communities of Merton and Sutton.

We are proud of our teams who make a difference every day. Through our inpatient, community, wellbeing and bereavement services, we support around 1,000 patients and their loved ones each year. Together, we help people live as fully as possible towards the end of life, bringing comfort, dignity and compassion when it matters most.

As an independent charity, we play a valued role within the local health and care system, working closely with the NHS, local authorities, neighbouring hospices and the Integrated Care Board. We value our partnerships, which are open, collaborative and reflect significant opportunities for the future.

Having strengthened our financial position and protected frontline care through a period of challenge and change, we are now entering an exciting phase of our strategic development. Our incoming Chief Executive will build on strong partnerships, lead our talented workforce, and help shape the future of hospice care across our communities.

You will be supported by a committed Executive Team, around 500 dedicated volunteers and a Board focused on the hospice's long-term success.

Above all, we are seeking a collaborative, values-led leader who shares our commitment to compassionate, person-centred care and who is motivated to make a lasting difference to the communities we serve.

Thank you again for your interest.

With best wishes,

Norman A. McWhinney BA, FRCS, FRCOG
Chair of Trustees





About Us

Because the end of life is as important as the life you've lived.

At St Raphael's, we support local families through some of life's most challenging moments, helping them make the most of the time they have together.

We believe hospice care is about people, not places. It's about creating precious moments with loved ones and providing compassionate support wherever it is needed most – whether at home, on our ward, or in our Wellbeing Centre.

Care that's personal
Care where you need it
Care powered by our community

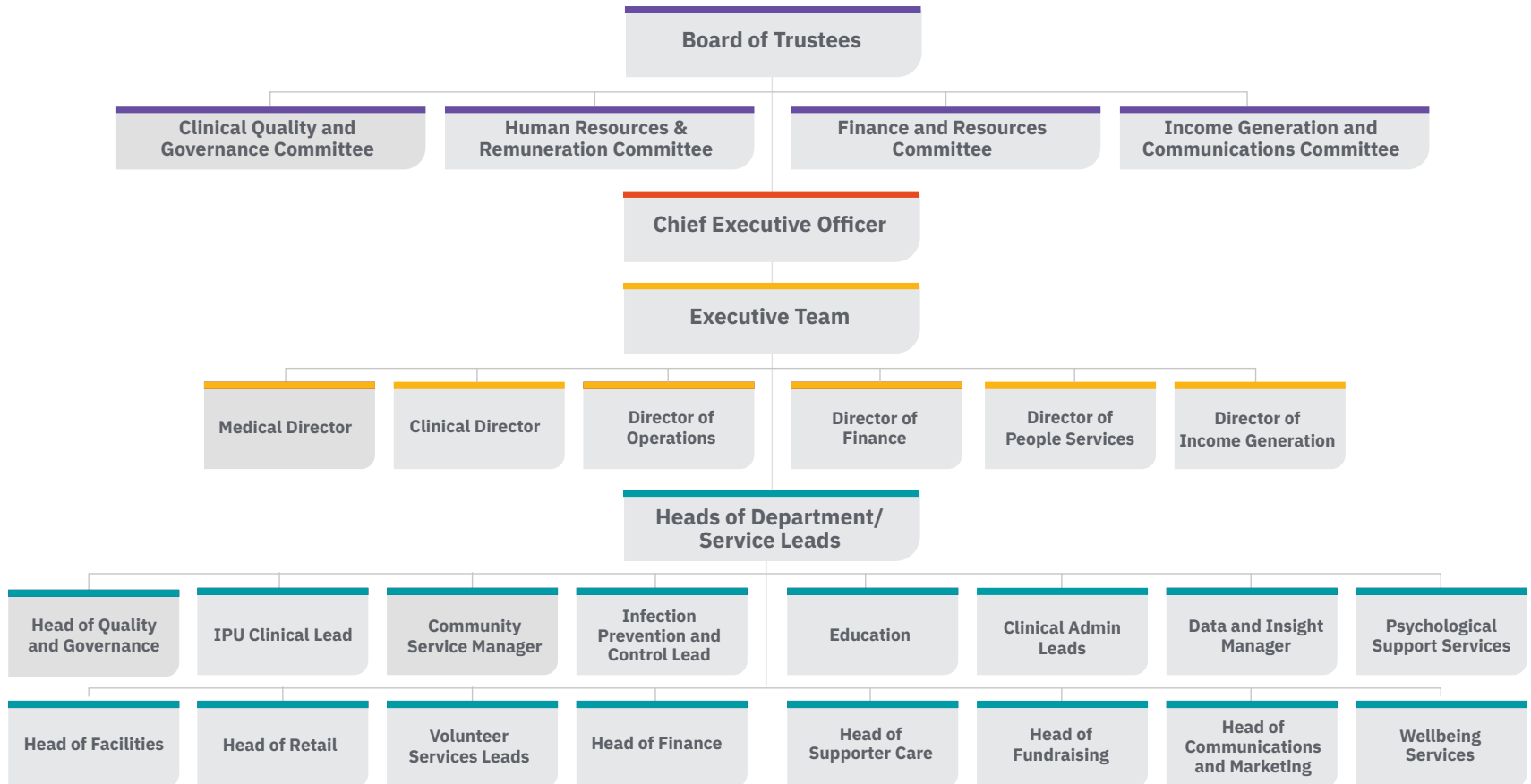
Our dedicated teams provide expert care through our inpatient unit, in people's homes, and across a range of wellbeing, therapy, bereavement and family support services. We are committed to delivering outstanding, person-centred care that respects every individual's wishes, dignity and unique needs.

Our vision is a community where everyone facing the end of life receives the care, support and compassion they deserve.

Our values



Organisational Structure: Senior Management Team



Our staff and volunteers work side by side each day to make a positive difference for patients, carers and families through a wide range of services across the hospice and wider community.

Our Strategic Priorities 2025–27

Built around four key pillars – Our Care, Our People, Our Community and Our Funding – the strategy guides leadership, decision-making and investment across the Hospice.

St Raphael's is committed to delivering exceptional, compassionate palliative and end-of-life care, centred on the needs of the patients and families we support.

We will continue to invest in our staff and volunteers, recognising their expertise and supporting them to thrive; strengthen our relationships across Merton and Sutton, building partnerships that enhance awareness, access and impact; and maintain a strong focus on financial sustainability, ensuring we can meet rising demand and secure the long-term future of the Hospice.

**For more information, please refer to our
Strategy 2025-27 document.**

Our four key pillars



Our Commitment to Equality, Diversity and Inclusion

We are committed to fostering an inclusive culture where everyone feels valued, respected and able to thrive. EDI is embedded in how we deliver care and how we support and develop our workforce.

We strive to ensure equitable access to our services and to maintain fair, inclusive employment practices that reflect the diverse communities we serve across Merton and Sutton.





Role Description

The Chief Executive will provide strategic and operational leadership to St Raphael's Hospice, ensuring outstanding palliative and end-of-life care while maintaining the organisation's long-term sustainability. Reporting to the Board of Trustees, the CEO will lead the Hospice's strategy, people, finances, partnerships and community engagement.

Accountability

The Chief Executive Officer (CEO) is accountable to the Board of Trustees for the leadership, strategic direction and performance of St Raphael's Hospice. The CEO is responsible for ensuring the organisation delivers its charitable objectives in a sustainable, effective and compassionate manner, while safeguarding the Hospice's values, reputation and long-term future.

Background

St Raphael's Hospice is an independent registered charity providing specialist palliative and end of life care to people living in the London Boroughs of Merton and Sutton.

Purpose of the Role

The CEO is responsible for the overall leadership, management and performance of St Raphael's Hospice, ensuring the delivery of high-quality, compassionate and sustainable services.

Working in partnership with the Board of Trustees, the CEO will safeguard the Hospice's mission, values and charitable objectives while leading the organisation through an evolving healthcare, political and economic landscape.

The CEO will lead the Executive Team to deliver the Hospice's strategic objectives, champion collaboration across South West London and the wider health and care system, drive organisational sustainability, foster a positive and inclusive culture, and act as the principal ambassador for the Hospice.

Strategic Leadership

The CEO will:

- Lead the development, delivery and ongoing evolution of the Hospice's strategy, ensuring it remains responsive to changing patient needs and the wider health and care landscape.
- Work with the Board of Trustees and Executive Team to establish clear priorities, objectives and measures of success.
- Promote innovation, continuous improvement and service development to enhance outcomes for patient and those important to them.
- Ensure the Hospice continues to deliver person-centred, high-quality care that meets the physical, emotional, psychological, social and spiritual needs of patients and those important to them.
- Build and maintain effective relationships with NHS partners, South West London Integrated Care Board (SWL ICB), local authorities, voluntary sector organisations and other key stakeholders.
- Champion collaborative working across South West London hospices, fostering strategic partnerships that strengthen collective influence, support service innovation, improve efficiency and sustainability, and ensure a coordinated approach to meeting the evolving needs of local communities.
- Raise the profile, influence and reputation of the Hospice locally, regionally and nationally.
- Ensure the Hospice remains compliant with all regulatory, governance and quality requirements.

Leadership and Governance

The CEO will:

- Provide visible and inspirational leadership, creating a culture where staff and volunteers feel valued, supported and empowered.
 - Lead and develop the Executive Team to deliver organisational objectives and high-quality services.
 - Ensure organisational structures, resources and systems remain effective and fit for purpose.
 - Promote a culture of collaboration, accountability, learning and continuous improvement.
 - Ensure robust governance, risk management and assurance arrangements are in place.
 - Promote equality, diversity and inclusion throughout the organisation.
 - Ensure effective communication and engagement with staff, volunteers, patients and those important to them, supporters and partners.
 - Act as the Hospice's Senior Information Risk Owner (SIRO).
 - Ensure appropriate reporting and assurance are provided to the Board of Trustees.
- oversee delivery of financial plans that support the Hospice's strategic objectives.
 - Ensure organisational performance, financial risks and opportunities are regularly reviewed and appropriately managed.
 - Support the development of a diversified and sustainable income model, encompassing statutory funding, fundraising, philanthropy, retail and other income-generating activities.
 - Promote a culture of financial responsibility and value for money across the organisation.
 - Ensure resources are deployed effectively to maximise impact for patients, those important to them and the wider community.
 - Lead the organisational response to changes in the economic, funding and healthcare environment, identifying opportunities for growth, partnership and innovation.
 - Support the identification and development of capital investment and funding opportunities that strengthen the Hospice's long-term future.

Organisational Sustainability and Resources

The CEO will:

- Provide strategic leadership to ensure the long-term sustainability and resilience of the Hospice.
- Work closely with the Finance Director and Board of Trustees to develop and





External Relationships and Ambassadorship

The CEO will:

- Act as the principal ambassador and spokesperson for the Hospice.
- Build and maintain strong relationships with commissioners, healthcare providers, donors, supporters, community groups and strategic partners.
- Advocate for the needs of patients, those important to them and the hospice sector at local, regional and national levels.
- Support and promote fundraising, engagement and awareness activities that strengthen the Hospice's profile and community support.
- Foster partnerships that enhance service delivery, influence and organisational sustainability.

Key Relationships

Accountable to

- Board of Trustees through the Chair

Direct Reports

- Members of the Executive Team

Key Internal Relationships

- Board of Trustees
- Executive Team
- Senior Leaders and Heads of Department
- Employees and Volunteers

Key External Relationships

- Integrated Care Systems (ICSs) specifically South West London ICB

- NHS Trusts and Community Healthcare Providers
- Local Authorities
- Commissioners and Funding Bodies
- Fellow South West London hospices and palliative care providers
- Charity and Hospice Sector Partners
- Donors, Supporters and Corporate Partners
- Community and Faith Groups
- Regulators and Professional Bodies

Leadership Expectations

The CEO will:

- Demonstrate visible, compassionate and values-led leadership.
- Lead with integrity, authenticity and accountability.
- Foster a culture of collaboration, inclusion and continuous improvement.
- Empower others to succeed and create an environment where people feel valued and able to perform at their best.
- Build trust and credibility with staff, volunteers, patients and those important to them and external stakeholders.
- Lead confidently through complexity, ambiguity and change.
- Champion innovation and new approaches that improve patient care, organisational effectiveness and sustainability.
- Act as an ambassador for the Hospice's values and mission in all interactions and decision-making.

Person Specification

Experience and Knowledge

Essential

- Significant senior leadership experience within healthcare, hospice care, the charity sector or a similarly complex organisation.
- Proven experience of leading organisational strategy, transformation and change.
- Experience of working effectively with Boards or Trustees and operating within strong governance frameworks.
- Experience of leading senior teams and developing organisational culture and performance.
- Understanding of organisational sustainability, financial stewardship and income generation.
- Experience of building strategic partnerships and influencing senior stakeholders.
- Understanding of the opportunities and challenges facing healthcare, palliative care and the voluntary sector.

Desirable

- Experience within palliative and end of life care.
- Experience of working within, or alongside, NHS and Integrated Care System structures.
- Knowledge of charity governance, fundraising and retail operations.

Skills and Abilities

Essential

- Outstanding strategic leadership and decision-making skills.
- Ability to inspire, motivate and develop high-performing teams.
- Excellent communication, influencing and relationship-building skills.
- Ability to balance strategic vision with operational delivery.
- Strong analytical and problem-solving capability.
- Ability to lead confidently through complexity, uncertainty and change.

Personal Attributes

Essential

- A visible, authentic and values-led leader.
- Commitment to the Hospice's mission, values and person-centred approach.
- High levels of integrity, resilience and emotional intelligence.
- A collaborative and inclusive leadership style.
- Commitment to equality, diversity and inclusion.
- Ability to build trust and credibility with a wide range of stakeholders.
- Passion for improving outcomes for patients and those important to them

Benefits

- Generous annual leave entitlement plus Bank Holidays
- Free onsite parking
- Educational and professional development opportunities

- Competitive pension scheme
- Employee Assistance Programme
- Free annual Covid and flu vaccinations
- Eligibility for Blue Light card
- Life Assurance Scheme
- Flexible working opportunities

Salary

£105,000 - £120,000 p/a

Note:

The duties and responsibilities outlined above are not necessarily exhaustive. As the organisation develops, so may the tasks and responsibilities associated with the role. The CEO will be consulted by Trustees before any major changes to duties and responsibilities are made and reasonable notice will be given before such changes are implemented.

Application Process

Please apply using this link [here](#) or via the 'Work for Us' page on our website.

You will be prompted to create a log in and submit your CV and a supporting statement (maximum two pages) outlining your suitability for the role and how your experience meets the requirements of the position.

If you have any questions about the role, our hospice, or the application process, please email hr@straphaels.org.uk

1st Interview – Monday 3 and Tuesday 4 August 2026

2nd Interview – Monday 10 and Tuesday 11 August 2026

If you are unable to attend on these dates, please let us know.

You are very welcome to visit the Hospice and arrange an informal discussion about the role.



St Raphael's Hospice

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St Raphael's Hospice is a Registered Charity No. 1182636

