Woking & Sam Beare
Hospice and Wellbeing Care

Chief Executive Officer

Recruitment Brochure



Help shape the future of compassionate hospice care across North West Surrey.

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Woking & Sam Beare
Hospice and Wellbeing Care

Welcome introductions

From our Chair, Tim Stokes



Thank you for your interest in becoming the next Chief Executive of Woking & Sam Beare Hospice and Wellbeing Care. On behalf of the Board of Trustees, I warmly welcome you to this recruitment brochure and invite you to consider the opportunity to help shape the future of compassionate hospice care across North West Surrey. For me, the purpose of hospice leadership is clear: to keep the people who need our care, and those closest to them, at the heart of every decision. We want our next Chief Executive to bring that same sense of purpose, combining compassion with the commercial judgement, ambition and practical leadership needed to run an £11 million turnover charity and sustain its care for the future.

We are seeking a leader who will listen carefully, build trust and give colleagues the clarity and confidence to do their best work. You will need to unite people around a shared direction, support high-quality care and balance ambition with sound financial stewardship and a clear business focus. Developing strong relationships with all stakeholders - including supporters, partners and the wider community - will be essential, both to strengthen our connection with those we serve and to grow the income that makes our care possible.

This is an opportunity to bring both strategic vision and a hands-on understanding of what makes an organisation work. We welcome candidates who can ask thoughtful questions, make difficult decisions with integrity and lead change sensitively, without losing sight of the human relationships on which hospice care depends.

The relationship between the Chief Executive and the Board will be central to that work. My approach as Chairman is to offer constructive support and challenge, encourage open discussion and maintain a clear distinction between governance and executive leadership. I want our new Chief Executive to feel able to bring forward ideas, raise concerns early and work with trustees in a spirit of mutual respect and shared responsibility.

I hope this brochure gives you a sense of the purpose of the role and the contribution you could make. If you share our commitment to compassionate care and believe you can help lead the hospice into its next chapter, I would be delighted to hear from you.

With best wishes,

Tim Stokes

Woking & Sam Beare
Hospice and Wellbeing Care

Welcome introductions

From our Interim CEO & Clinical Director, Tammy Stracey



Thank you for your interest in becoming Chief Executive of Woking & Sam Beare Hospice and Wellbeing Care. Woking & Sam Beare Hospice is a charitable organisation with an annual turnover of approximately £11 million, serving more than 430,000 people across North West Surrey. We employ over 240 staff, supported by around 650 volunteers, and provide palliative and end-of-life care to more than 1,300 patients each year through our inpatient, community, wellbeing, therapy, counselling and bereavement services. We receive approximately £2.43 million in NHS funding annually, with the majority of the income needed to deliver our services generated through the generosity of our community, supporters, retailers, fundraisers, donors and legacy givers.

We are at an important stage in our development, delivering our ambitious 2025–2028 Strategy to reach more people, improve access to hospice care, strengthen our services and secure long-term sustainability. At the same time, growing demand for palliative and end-of-life care, increasing complexity of need and the financial pressures facing hospices nationally mean that strong, compassionate and strategic leadership has never been more important.

Our next Chief Executive will play a pivotal role in navigating these opportunities and challenges. Working in partnership with the Chair and Board of Trustees, and leading our Senior Leadership Team, they will provide the strategic and organisational leadership needed to deliver our ambitions while ensuring we remain financially sustainable and true to our purpose and values. This will require thoughtful and sometimes difficult decisions, alongside the ability to bring people with us as the organisation evolves.

What makes Woking & Sam Beare Hospice special is not only the care we provide, but the people who make it possible. Every day I see the dedication, skill and compassion of our staff and volunteers, and the extraordinary generosity of our supporters. Together, they enable us to make a profound difference to patients and families during some of the most difficult times in their lives.

Having had the privilege of leading the Hospice on an interim basis, I know both the responsibility and the opportunity that comes with this role. This is a deeply valued organisation with strong foundations, and our next Chief Executive will have the opportunity to build on these, shape its future and ensure that high-quality, compassionate hospice care remains available to those who need it most.

I look forward to meeting candidates who share our values, our commitment to compassionate care and our ambition for the future, and, as I return to my substantive role as Deputy CEO & Clinical Director, to working closely with our new Chief Executive as we build on what we have achieved and take Woking & Sam Beare Hospice into its next chapter.
Best wishes,

Stracey
Tammy Stracey

Woking & Sam Beare
Hospice and Wellbeing Care

About us

At Woking & Sam Beare Hospice (WSBH), our vision is to enable people with life-limiting illnesses, and those close to them, to live fully and be supported to experience a good death, with comfort, choice and dignity.

We are an independent local charity providing palliative and end-of-life care across North West Surrey, shaped around what matters most to each individual.

More than 70% of our care is delivered in people's own homes, alongside support from our 20-bed Inpatient Unit, Wellbeing Centre, Therapy and Counselling Services.

We work closely with health and social care partners to ensure care is joined up, responsive and centred on each person's needs.

Our care starts with the patient and what matters most to them. We work with patients and those important to them to understand their needs, wishes and preferences, creating a personalised care plan that is reviewed and adapted as circumstances change. We also recognise carers, families and loved ones as partners in care, and provide support for them too.

We support adults aged 18 and over with advanced, progressive, life-limiting illness, including those who may be in the last year of life. Support is based on clinical need rather than diagnosis, and may be appropriate for people with cancer, neurological conditions, organ failure, respiratory disease and other complex conditions. Please see **Your North West Surrey Hospice** brochure for more information.



Woking & Sam Beare
Hospice and Wellbeing Care

Our Catchment Area

WSBH provides palliative and end-of-life care for adults living in North West Surrey. Our referral region covers six Surrey boroughs (Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford).



Woking & Sam Beare
Hospice and Wellbeing Care

Our Purpose











Our Vision

To enable people with life-limiting illnesses, and those close to them, to live fully and to be supported to experience a good death, with comfort, choice and dignity.

Our Mission

Woking & Sam Beare Hospice and Wellbeing Care is a people-centred charity, providing outstanding hospice care for every community in North West Surrey – delivered with compassion, excellence and financial resilience.

Our Values

Kindness, respect, integrity, collaboration and courage.

Woking & Sam Beare
Hospice and Wellbeing Care

Why this role, why now?

Woking & Sam Beare Hospice and Wellbeing Care is entering an important phase in its development. Our 2025–2028 Strategy sets an ambitious direction: to deliver outstanding care for more people, now and for generations to come. We are seeking a Chief Executive to provide sustained leadership as we turn that ambition into lasting impact, extending our reach while protecting the quality, compassion and safety at the heart of our services.

The environment in which we work is changing. Demand for palliative and end-of-life care is growing, needs are becoming more complex, and the changing NHS, commissioning and local care landscape brings both challenges and opportunities. Our next Chief Executive will help us respond with confidence, strengthening relationships across health and social care and exploring opportunities for collaboration that improve support for patients and families while remaining true to our purpose.

Financial sustainability is central to this next chapter. With much of our income dependent on the generosity of our community, we must balance our ambitions for care with the resources needed to deliver them. The Chief Executive will need to bring together compassionate leadership and financial discipline: supporting sustainable income generation, making thoughtful choices about how we use our resources, and demonstrating the impact and value of our work. This is about ensuring that the care our communities rely on today remains available in the years ahead.

Appointing a Chief Executive now offers continuity of direction and a long-term focus for this work. Working with the Chair, Board of Trustees and Senior Leadership Team, our next CEO will unite colleagues, volunteers, partners and supporters around shared priorities and lead the ongoing development of the Hospice. For a leader who combines strategic vision, sound judgement and a genuine commitment to people, this is an opportunity to shape a resilient future for a deeply valued local charity.

For more information about our strategic priorities, please read our **Executive Summary Three-Year Strategy 2025-2028** , attached to the advert. We encourage you to familiarise yourself with this document before applying.



Woking & Sam Beare
Hospice and Wellbeing Care

Meet our Senior Leadership Team



Tammy Stracey
Interim CEO & Clinical Director (CQC Registered Manager & Nominated Individual)



Nick Gordon
Finance Director



Kerry Bennett
Income Generation & Marketing Director



Dr Jenny Strawson
Medical Director



Lawrence Badham
Operations Director



Lisa Austin
People Services Director

Woking & Sam Beare
Hospice and Wellbeing Care

Job Description

Post:	Chief Executive Officer (CEO)
Accountable to:	Board of Trustees
Reports to:	Chair of the Board of Trustees
Accountable for:	Executive Leadership of the Hospice and line management of the Senior Leadership Team (SLT)
Hours:	Full time, 37.5 hours per week Monday – Friday, with flexibility for occasional evening and weekend working commitments
Location:	Woking Hospice, with travel to other hospice, retail and external locations as required

Job Purpose

Accountable to the Board of Trustees, the Chief Executive Officer leads the performance, governance and long-term sustainability of Woking & Sam Beare Hospice and Wellbeing Care. Working with the Chair, Trustees and Senior Leadership Team, the CEO develops and delivers the Hospice's strategy and transformation, building financial sustainability while maintaining safe, compassionate, high-quality palliative and end-of-life services.

Provide visible, values-led leadership across clinical services, retail, fundraising, finance, people services, operations, digital and corporate functions, ensuring clear priorities, collective accountability, resilience and measurable results.

Key Responsibilities

Strategic & Organisational Leadership

- Lead the Hospice's vision, values and long-term strategy, translating them into prioritised, resourced plans with clear ownership, milestones and outcomes.
- Provide visible, decisive leadership across directorates, aligning priorities with patient, family, carer and community needs and developments in palliative and end-of-life care.
- Align SLT and directorate priorities, responsibilities and cross-organisational delivery.
- Advise the Board openly and objectively on strategic choices, performance, opportunities, risks and trade-offs.
- Embed environmental sustainability in strategy, operations, investment and service development.

Organisational Transformation and Financial Recovery

- Lead a Board-approved transformation plan from operating deficit to financial sustainability, with clear priorities, ownership and measurable outcomes.
- Work with the Finance Director and SLT to use financial models and scenarios to deliver cost improvements, service efficiency, productivity and sustainable income growth.
- Review the operating model, structures, services and resources, making evidence-based recommendations and leading prioritisation, investment or restructuring decisions.
- Lead complex change with clarity, pace and compassion, ensuring meaningful consultation and assessing impacts on patient safety, quality, compliance, workforce capacity, income and reputation.
- Track transformation priorities and outcomes through integrated performance measures, taking timely corrective action.

Quality and Clinical Services

- Oversee safe, responsive, person-centred, evidence-based clinical, palliative and end-of-life care.
- Work with the Deputy CEO & Clinical Director, Medical Director and clinical leaders on clinical governance, safeguarding, quality assurance and regulatory readiness, retaining overall executive accountability.
- Ensure sustainable, accessible services respond to changing community needs and address inequalities in access and outcomes. Involve patients, families, carers and communities in service design, using evidence, feedback and health and care system developments.

Governance & Compliance

- Maintain a constructive, transparent relationship with the Chair and Board, providing timely, accurate and balanced information for scrutiny and decisions.
- Ensure effective systems, expertise and assurance for compliance with charity and company law, CQC requirements, fundraising regulation, employment law, health and safety, information governance and other applicable requirements. Retain overall executive accountability for CQC compliance and organisational assurance, working with the CQC Nominated Individual and Registered Manager.
- Maintain effective governance, internal controls, risk management, assurance, delegated authority, business continuity, emergency preparedness and crisis response.

Financial Stewardship

- Take executive accountability for financial performance, ensuring budgets, medium-term plans, reserves and investments support strategy and long-term sustainability.
- Work with the Finance Director on robust financial controls, forecasting, cash-flow management and Board assurance, taking decisive action on deficit budgets.
- Lead the development and delivery of a sustainable, diversified income-generation strategy with the SLT.
- Work with the Director of Income Generation and Marketing to grow fundraising and voluntary income, develop supporter and major-donor relationships, expand retail and trading, strengthen statutory and commissioned funding, and identify new income opportunities and partnerships.
- Ensure business cases and service developments set out financial, clinical, workforce, equality and reputational implications, material risks, options and mitigations.

People & Culture

- Build and develop a cohesive, high-performing SLT with the capability and capacity to deliver strategy. Set clear individual and collective accountabilities, encouraging constructive challenge and collaboration.
- Create an inclusive, values-led, accountable culture where employees and volunteers are engaged, supported and able to perform effectively.
- Work with the People Services Director on workforce planning, HR management, equality and inclusion, succession, learning, leadership development and wellbeing, recognising volunteers' contribution and workforce role. Retain overall executive accountability.
- Communicate change honestly and sensitively, listening and responding to employee and volunteer feedback.

External Relations & Representation

- Act as the Hospice's principal ambassador and spokesperson, strengthening its profile and public trust. Represent it with the media and at local, regional and national forums, particularly during significant public or stakeholder interest.
- Build strong, visible and influential relationships with the Integrated Care Board (ICB), NHS providers, other health and care partners, local authorities, voluntary and community organisations, other hospices, businesses, donors and supporters.
- Represent the Hospice in external initiatives and health and care system developments. Work with partners to share expertise, strengthen services and partnerships, advance common priorities, influence palliative and end-of-life care, and extend reach and impact.
- Build constructive, politically impartial relationships with MPs, civic leaders and policymakers, advocating for people needing palliative and end-of-life care and promoting the hospice sector's contribution.

Performance & Reporting

- Provide timely, accurate, balanced Board reporting on finance, quality, activity, workforce, income, risk, impact and transformation, enabling scrutiny, informed decisions and prompt corrective action.
- Promote evidence-based decisions, high-quality data and clear accountability for outcomes. Ensure effective digital technology use and robust information and cyber security.

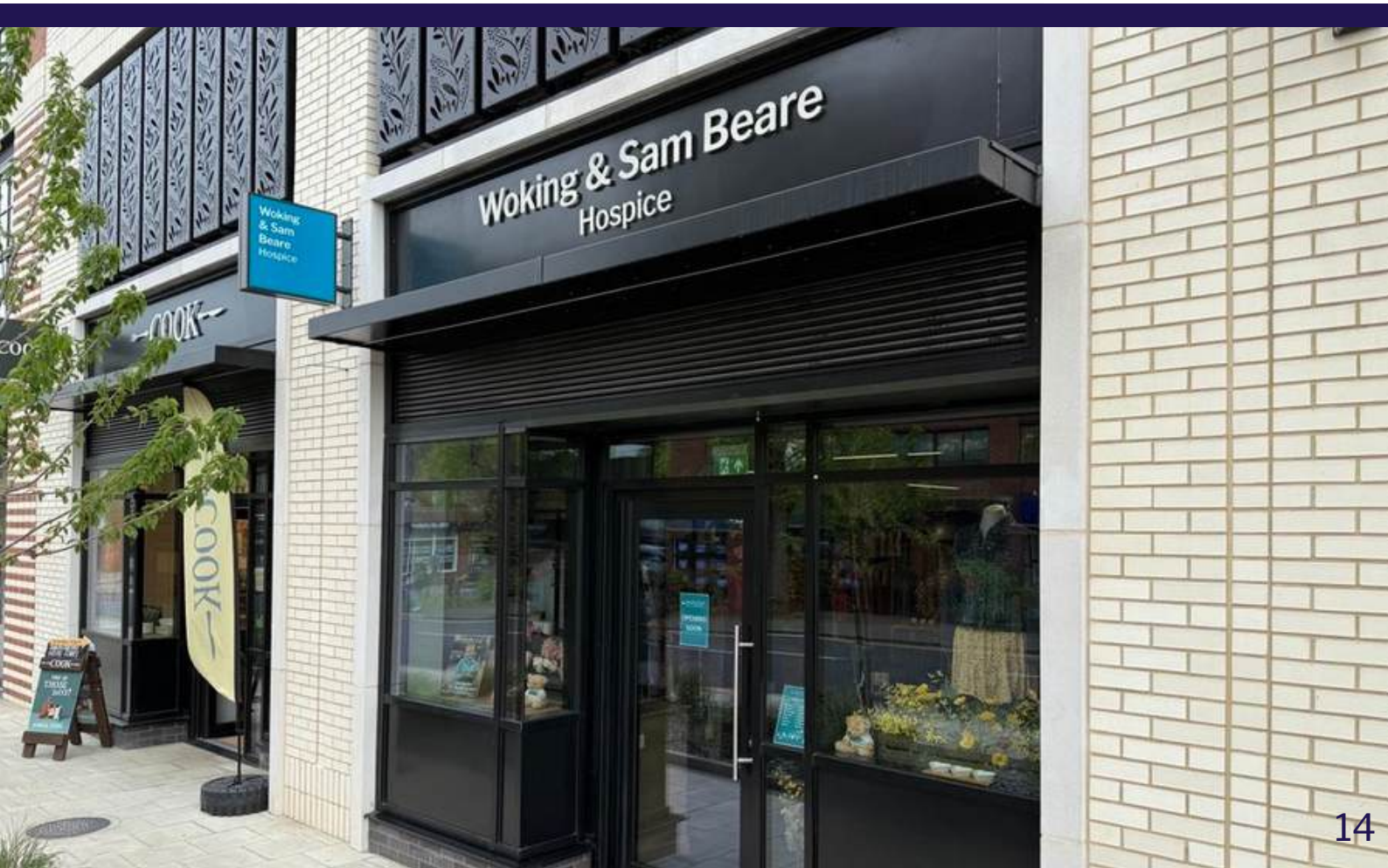
To fulfil any other responsibilities of the post including:

- Attend Board and Committee meetings.
- Participate in the Senior Management on-call rota.
- Complete mandatory and role-specific training and maintain the knowledge needed for the post.
- Maintain confidentiality of Hospice business information, supplier agreements and details of patients, employees, volunteers and consultants.
- Be responsible for adhering to the Health and Safety at Work Act (1974) by following safety procedures to ensure a safe environment for everyone.

Person Specification

Criteria	Essential	Desirable
Experience	• Executive-level experience leading a multi-service organisation, aligning service delivery, income generation and corporate functions. • Led transformation that improved financial sustainability, with clear priorities, accountability and measurable results. • Strategic financial leadership covering deficit recovery, modelling, forecasting, cash flow, cost improvement and resource or restructuring decisions. • Led complex organisational, cultural and workforce change through meaningful consultation, maintaining quality, compliance and stakeholder confidence. • Led income-generating functions, growing and diversifying income through partnerships and new opportunities. • Worked with a Board on strategic choices, performance, risks and trade-offs, turning strategy into resourced plans, milestones and measures. • Built partnerships and influenced stakeholders to achieve organisational or system outcomes, share expertise and improve services. • Built and developed senior leadership teams, strengthening accountability, performance, capability, capacity and collaboration.	• Leadership in a hospice, health, care, charity or other mission-led organisation. • Experience in palliative, end-of-life or other specialist care. • Sector experience in charity retail, fundraising, commissioning or income diversification. • Senior leadership in a regulated environment, overseeing compliance, assurance and regulator relationships. • Experience of CQC inspections and regulatory processes, including preparation, assurance and responding to findings.
Knowledge and Qualifications	• Degree-level qualification or equivalent knowledge and capability gained through senior role experience, with relevant continuing professional development. • Able to scrutinise financial and performance information, assess business cases and explain investment and resource trade-offs across finance, clinical care, workforce, equality and reputation. • Knowledge of governance, risk, internal controls, assurance and compliance, including Board and CEO roles, delegated authority, business continuity, emergency planning and crisis response. • Understanding of executive oversight of data quality, digital technology, information and cyber security, supporting evidence-based decisions and accountability. • Able to consider environmental sustainability in strategy, operations, investment and service development. • Understanding of workforce planning and people management, including succession, learning, leadership development, wellbeing and the role and contribution of volunteers. • Understanding of executive oversight of safe, high-quality regulated services, including safeguarding, accessibility, inequalities in access and outcomes, and patient, family, carer and community involvement.	• Knowledge of hospice funding, NHS commissioning, charity finance, fundraising regulation and retail.

Leadership and Personal Attributes	• Able to analyse complex evidence, set priorities and turn strategy into practical decisions and measurable results, supported by examples. • Demonstrates values-led, compassionate judgement when making and explaining difficult decisions, and leads effectively through uncertainty and change. • Communicates clearly with diverse audiences, influences decisions, builds trust and secures shared commitment and accountability. • Demonstrates constructive challenge, conflict resolution and fair management of underperformance. • Promotes equality, inclusion and safeguarding; engages and supports employees and volunteers; balances financial recovery with quality, wellbeing and long-term impact.	• Experience representing an organisation publicly, explaining its work to external audiences or acting as a media spokesperson.
Other Requirements	• Right to work in the UK and willing to undergo the appropriate DBS check. • Access to own transport insured for business purposes to travel reliably to hospice, retail and external locations, including remote locations, as required by the role. • Able to meet the role's working arrangements, including occasional evening and weekend commitments, with advance notice wherever practicable.	



Woking & Sam Beare
Hospice and Wellbeing Care

Governance and Accountability

The Board of Trustees holds ultimate accountability for Woking & Sam Beare Hospice and Wellbeing Care, setting strategic direction and providing oversight and assurance in line with our charitable vision, mission and values. As Chief Executive, you will be accountable to the Board and report to the Chair, delivering our strategy and securing long-term sustainability.

The Board and its four main committees meet quarterly in the evenings. You will attend Board and relevant committee meetings, maintain regular contact with the Chair and engage constructively with Trustees. External representation is also integral to the role.

Committees and assurance

Committees report quarterly to the Board on significant risks, emerging trends, recommendations and matters requiring approval. Working with the Senior Leadership Team, you will provide timely, accurate and balanced information, escalate issues and ensure agreed actions are completed. Remuneration, Financial Audit and Budget Sign-Off arrangements, together with operational and leadership meetings, support scrutiny of finance, people, clinical quality, risk and operational performance, and promote organisational learning.

You will lead the Senior Leadership Team and day-to-day operations, coordinating delivery across directorates and setting clear accountabilities through visible, values-led leadership and open, two-way communication with the Board.

Designated roles support statutory and regulatory responsibilities for Care Quality Commission registration, safeguarding, information governance, financial oversight, health and safety, and clinical governance. Working with these role holders, you will retain overall executive accountability for compliance, safety and continuous improvement.

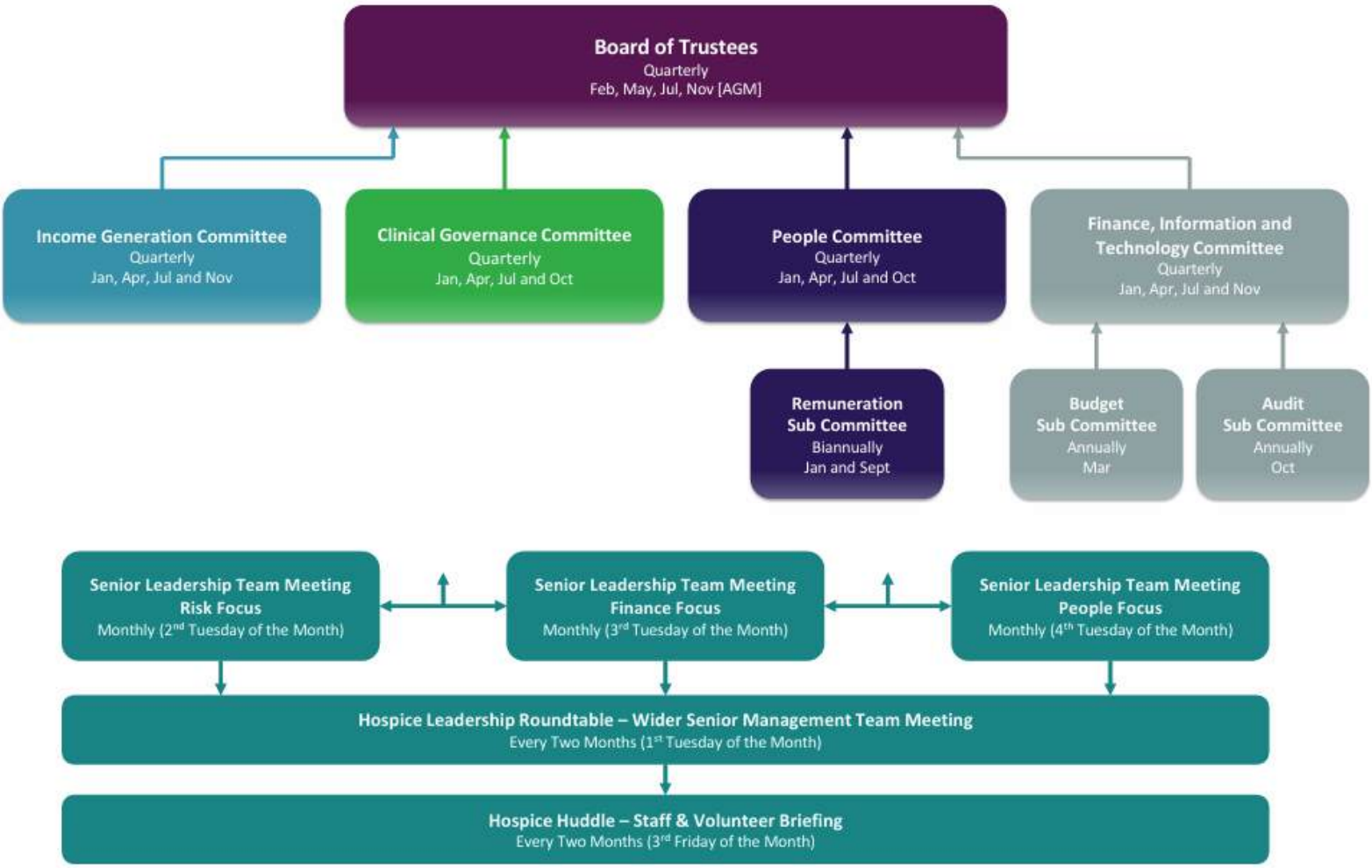


Woking & Sam Beare
Hospice and Wellbeing Care

Our Governance Structure

Each committee reports to the Board by exception, escalating key risks, trends, recommendations and decisions requiring Board approval. The governance structure also includes sub-committees and assurance groups, including Remuneration, Financial Audit and Budget Sign-Off arrangements, alongside operational and leadership meetings that support effective oversight, escalation and decision-making.

Committee Structure



Woking & Sam Beare
Hospice and Wellbeing Care

Our Services

Woking & Sam Beare Hospice and Wellbeing Care provides palliative and end of life care for adults, and support for those important to them, across North West Surrey. Patients, carers and families are at the heart of everything we do. As a patient-led charity, we are committed to delivering compassionate, professional and accountable care, shaped around dignity, comfort and choice.

Our model of care is community-first, recognising that most people prefer to be cared for at home or in familiar surroundings. Most people we support receive care in the community, helping them remain in their preferred place of care wherever possible. When needs cannot be safely met at home, care is also provided from our purpose-built 20-bed inpatient unit, designed to offer privacy, comfort and specialist clinical support.

We work closely with NHS, health and social care partners to provide coordinated, high-quality care. Our multidisciplinary teams – including doctors, nurses, therapists, counsellors, and trained volunteers – work together to ensure support is responsive, joined-up and centred on what matters most to each individual.

People come to us at different times and for different reasons. Support is offered based on need rather than diagnosis, can begin earlier in the course of illness, and may change over time as needs change. We place particular emphasis on anticipatory planning, timely intervention and coordinated care, helping to reduce unnecessary hospital admissions and supporting people to be cared for in the place that matters most to them.
Across all our services, we are committed to delivering care that is compassionate, equitable and responsive, recognising the individuality of each person and family we support.



Woking & Sam Beare
Hospice and Wellbeing Care

Our Services at a glance

Specialist care and support shaped around each person's needs.



Inpatient Care

Specialist care in a calm, welcoming hospice environment for people with complex symptoms or end-of-life care needs.

Community & Hospice at Home

Palliative care, advice and practical support wherever a person calls home, including rapid response when needs change.





Therapies

Occupational Therapy and Physiotherapy to support comfort, mobility, independence and everyday living.

Wellbeing Services

Helping people and those they love, live as well as possible alongside illness, with support for comfort, connection and quality of life.





Counselling and bereavement support

Emotional and psychological support for adults and children, before and after bereavement.

24-hour advice and support line for healthcare professionals

Specialist palliative advice when it is needed.

24 HOURS

Woking & Sam Beare
Hospice and Wellbeing Care

Our Impact

Our impact is measured not only by the number of people we support, but by the difference hospice care makes at some of life's most difficult moments.

Alongside inpatient care, community care, therapies, counselling and wellbeing support, our services help people live as fully as possible, remain in the place that matters most to them, and receive care shaped around dignity, comfort and choice.

Our Impact in 2025/2026

Compassionate care across North West Surrey

1,337

patients supported
with palliative and end-of-life care

468

carers and loved ones supported
recognising families and carers as partners in care

90%

achieved their preferred place of death
supporting dignity, comfort and choice

736

people supported to die at home
through Community and Hospice at Home services

Woking & Sam Beare
Hospice and Wellbeing Care

Recruitment Process

Share our commitment to compassionate care? We welcome your application to lead the Hospice into its next chapter.

Informal discussion: For further information about the role and our organisation, or to arrange an informal discussion with Tammy Stracey, Interim CEO & Clinical Director, please contact our People Services team at **recruitment@wsbh.org.uk**. The team will be pleased to arrange a mutually convenient time to speak.

1. **Apply by 5pm, Sunday 20th December 2026**. Apply online and email your CV to recruitment@wsbh.org.uk.

2. **Shortlisting:** Applications will assessed against the role requirements and invite shortlisted candidates to Stage 1.

3. **Interview Stage 1 — week commencing Monday 18 January 2027**

- Stakeholder assessment: a 15-minute presentation to staff and volunteers, followed by 15 minutes of questions;
- Question-and-answer session: 30 minutes with Senior Leadership Team members and Trustees; and
- Hospice tour: 30 minutes, led by staff.

Your invitation will include the presentation topic. All Stage 1 activities, including the tour, will be observed and scored against the job specification, successful candidates will progress to interview stage 2.

4. **Interview Stage 2 — week commencing Monday 25 January 2027**
A 1–1.5-hour formal interview with traditional and scenario-based questions. The panel will comprise four Trustees representing our committees and a People Services team member.

5. **Conditional offer:** The preferred candidate will receive an offer subject to satisfactory pre-appointment checks and approvals.

6. **Checks and approvals:** References, eligibility and Disclosure and Barring Service checks, qualification verification and governance approvals will be completed before appointment.

7. **Appointment and induction:** Corporate and local induction, relevant training and ongoing support will help the successful candidate establish themselves in the role.

We value diversity and welcome applications from all backgrounds. Our recruitment process is fair and inclusive, without discrimination on grounds of disability, race, ethnicity, gender, religion, sexual orientation, age, veteran status or any protected characteristic.

Contact

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