

**TYNEDALE
HOSPICE
AT HOME**



**Information Pack for
Position of Trustee**
Tynedale Hospice at Home
September 2024

www.tynedalehospice.com
Charity Number 1034170

Thank you for reading this information pack for the position of Trustee of Tynedale Hospice at Home.

Tynedale Hospice at Home is a well-established charity of more than 30 years. It is dedicated to providing high quality end of life care and support to those living in our catchment area. Our services include the provision of Nursing Care, Family Bereavement Support to all ages, Complementary Therapies and Hospital Transport. We serve a community of around 70,000 people living in the areas of West Northumberland, Tynedale and Ponteland.

We do not operate a hospice with inpatient beds. A team of registered nurses and hospice support workers offer a 24/7 service to those who have chosen to die at home. Our modern premises house an integrated team of staff covering care, administrative, financial, fundraising, human resources, volunteering, media & communications and retail functions all supporting the services we offer. In addition, the Charity is well supported by more than 200 volunteers working across all areas.

The Board and staff have a clear strategic vision of the future of the Charity and there are many opportunities for growth and progression, including service developments which meet local needs and complement our current provision.

The following pack contains more information about Tynedale Hospice at Home and how to apply to become a trustee.

Thank you for your interest.

Dr Bernard Herdan CB
Chair of Trustees

Introduction

Tynedale Hospice at Home was established in 1993. The aims and objectives set out in the Articles of Association remain the key drivers for the Board: our mission is focused on enabling all those impacted by life limiting illness, or death, to live and die well. Our vision aims to ensure everyone in our community can die where they choose and all those affected by life limiting illness, or death, receive the support they need.

We are a hospice without beds, as patients are treated in their homes meaning our service levels are not restricted by bed space and we do not have a care focused building to sustain under this model. Our services are integrated into the wider palliative care network in our catchment, working with GPs, social workers, schools, community NHS teams and other professionals providing a vital link in our community's healthcare provision.

Regulation of our activity comes from a variety of sources, in addition to compliance with generic legislation such as employment law, DBS, GDPR and Health and Safety. The Hospice carries statutory obligations as a registered Hospice at Home service with the Care Quality Commission (CQC). The Charity Commission and company law impose requirements of effective financial management and good governance. We also have to discharge our responsibilities in meeting the targets outlined in the Service Level Agreement (SLA) with the Integrated Care Board (ICB).

The Hospice operates from modern open plan offices in Beaufront Business Park, Hexham with on-site car parking. We occupy five retail premises - three in Hexham, including a furniture store, one in Ponteland and one in Prudhoe. All property occupied by the Hospice is held on lease.

Much has been achieved in the drive for delivering outstanding quality in all our services and professionalism in our operational management, compliance, risk management, audit systems, leadership and our role in the wider Hospice community but we have ambitious plans for continuous improvement and development of further services.

Two new services were established in 2023, Complementary Therapy and Counselling services, delivered in a variety of locations including GP practices and in our first Wellbeing Hub in Corbridge.

We continue to develop and improve the quality of services we offer to enhance the development of palliative care in West Northumberland in compliance with the Health and Care Act 2022 and CQC Regulatory requirements. With annual expenditure of approximately £1.6M, less than 5% of our funding comes from the NHS, the remainder must be raised annually from significant community support, funding from trusts, grants, legacies and our retail operations.





Mission

Enable all those impacted by life limiting illness, or death, to live and die well.



Vision

Everyone in our community can die where they choose and all those affected by life limiting illness, or death, receive the support they need.



Values

- Caring and Compassionate
- Collaborative and Innovative
- Inclusive and Community Focused
- Accountable and Trustworthy
- Positive and Can Do



Services

The Hospice was inspected in June of 2022 and rated 'good' on all aspects. The CQC reported that "staff treated patients with compassion and kindness, respecting privacy and dignity and took account of individual needs. Relatives of patients cared for by the services informed us that staff were consistently caring and supportive and spoke particularly of the time the staff took to provide the care that was needed and the respectful and compassionate approach demonstrated throughout the Hospice At Home Care Team."

Care Services

Nursing Care

Our nursing care is available to all patients over 18 who are registered with GPs in West Northumberland and who are on the palliative care register. We provide nursing care in patients' own homes or their usual place of residence.

We employ 17 registered nurses and 5 hospice support workers who deliver care 365 days per year, 7 days per week, day and night. We can also tailor our care provision to best meet the patient needs, for example offering twilight hours cover where patients or relatives would prefer not to access full overnight care.

We work in partnership with the GP Practices, Community NHS Nursing teams and other health providers within the West Northumberland area. Referrals are received from all healthcare professionals but also direct from patients with life limiting illness.

Our aim is to respond to referrals within 24 hours of the request, and to carry out a first visit within 3 days.

Our services were inspected by the CQC in June of 2022 and we maintained "GOOD" across all of our services.

Clinical services provided by the Hospice partner with NHS community healthcare professionals ensuring our service that patients have equitable access to Palliative and End of Life care.

Staff recruitment has been very positive within the Hospice, in comparison to recruitment within the health sector as a whole. Our staff turnover rates compare very favourably with the NHS.

Family Support

The Family Support Team (FST) provides bereavement support, following a diagnosis of a life-limiting illness, or death of a loved one. We provide support either through active listening techniques or with formal counselling. The service provides pre and post bereavement support to adults and children who are a resident in West Northumberland and registered with a GP in our area. We have a dedicated team of Family Therapists, Counsellors and volunteers who provide support following bereavement to adults and children.

Referrals are made via the GP, community nurses, THH nurses, Macmillan services, living well co-ordinators and mental health practitioners. Individuals may also self-refer.

The team consists of three practitioners, two of whom are qualified to support children and families, and 20 trained volunteers. We currently have 4 adult counsellor students in addition to our employed staff.

We also provide sessions for teachers from local schools who have bereaved children in their classes. A Family Support Co-ordinator provides practical advice and a support session for the teachers to help them address some of the problems the children present with.

Most of the children we work with are seen in the school during school time. The advantages are that the parent does not have to take time from work to collect the child then bring them to Tynedale Hospice at Home and back to school again. In addition, we are able to be more responsive to the needs of the children and their family.

Counselling

The recruitment of a fully trained counsellor was implemented in February 2023. This role has proven extremely valuable in supporting adults struggling with complex grief.

Adults have received support at the hospice, within several GP practices or over the telephone and children have received support in the hospice and also within the schools. The counsellors have also provided teachers and teaching assistants with skills and support to be able to manage children when in school, building their confidence when having challenging discussions with bereaved children.

The counsellor has completed the SANDS training enabling her to support parents who have suffered miscarriage, still birth or neo natal death. Two practitioners have completed Stories for Life training to enable those clients who wish, to record their personal story in the palliative phase of their journey.

Patient Transport

Our patient transport team provides a door-to-door service taking patients from their home to appointments, which for some people in rural areas can often be difficult due to the distance to treatment centres.

The service is managed by the Transport Co-ordinator and operated by a team of volunteer drivers, who use their own vehicles to drive clients to hospital appointments for treatment to address their life-limiting condition, which can include consultations, scans, radiotherapy and chemotherapy.

Bereavement Cafés

Our Bereavement cafés in Ponteland and Hexham continue to grow and have become an integral part of the community.

We are now attending existing community cafés in Prudhoe, Kielder, Falstone and we are currently looking at the possibility of attending other venues in 2024/25.

The purpose of the cafés is to provide a safe, welcoming environment for those people who have been bereaved, either recently or some time ago. Anyone can attend the cafés regardless of whether a person has previously benefitted from the Hospice's services. Attendees can have a cup of tea or coffee and are able to speak with others who have had similar experiences to their own. The service is free of charge and a steady number of clients have attended.

Staffing

Alice Langley, our Chief Executive Officer (CEO) is supported by a Senior Management Team (SMT) covering Care, Community/Income Generation and Finance/Administration who in turn manage their relevant departments.

Our employed staff are extremely well supported by a team of volunteers who work in diverse roles throughout the organisation providing help on both an ongoing and ad hoc basis.

During 2023/24 over 200 volunteers willingly gave 10,000 hours of their time, across our services, in our shops and at fundraising events. Without the continued support of volunteers we would be unable to provide our services.

Finance

All of our services are provided free of charge; Tynedale Hospice at Home receives minimal core funding, £70k per annum, from Northumbria Healthcare NHS Foundation Trust to support our Nursing Services.

Our retail outlets generate over £860,000 per annum and other income is raised across a broad range of fundraising initiatives including community, corporate, philanthropic, incentivized, trust and grants funding streams. All activities are carefully planned and supported by departmental budgets which feed into the organisational budget and strategy.

Copies of our latest audited accounts (2022-23) can be found on the Charity Commission website at <https://www.gov.uk/government/organisations/charity-commission> and more information is available from the Chair on request. 2023-2024 accounts are currently being audited.

Strategic plan

Our existing strategic plan runs until March 2026 with four strategic priorities:

- Everyone Matters – people are at our core
- More services for more people – we want to grow our offer and reach across our community.
- Exemplar services – we want to provide services at the very highest standards
- We are the charity and provider of choice across our community

Governance

Our Charity Number is 1034170 and Company Registration Number is 2870776.

Tynedale Hospice at Home is a company limited by guarantee and a registered charity, governed by its Articles of Association. The directors of the company are also charity trustees for the purposes of charity law.

In the event of the Charity being wound up trustees would be required to contribute an amount not exceeding £1.

The Board is currently made up of 9 persons, who have elected the Chair and two Vice Chairs. Trustees offer a mix of business, professional and clinical health skills and come from very varied backgrounds.

The CEO attends all Board meetings and other SMT members and more junior staff attend as required for specific agenda items. The Board meets every 2 or 3 months, with the CEO giving a Hospice-wide operational and strategy report to every Board meeting. In addition, there are several committees that meet on a regular basis.

Trustees are elected to serve for a period of 3 years, after which they must be re-appointed.

The Board is primarily concerned with strategic direction, maximising benefits to our beneficiaries, policy and financial management including:

- Governance matters.
- Core strategies and policies and changes to them.
- Financial/legal/contractual commitments and/or obligations entered into by the Hospice.
- All matters identified in the risk register, specifically those that may have a high likelihood and impact.
- Effective, efficient and economic use of the Hospice's resources including approval of expenditure above any delegated threshold.
- Ensuring the hospice is a going concern, solvency, financial sustainability and the keeping of financial records.

Relationships with other Hospices

Tynedale Hospice at Home is a member of the North East and North Cumbria Hospices Collaborative, established in 2017 to ensure that the people of the North East and North Cumbria receive outstanding hospice care and support. Tynedale Hospice at Home's Board is supportive of these collaborative aims, and can see much benefit from sharing research, best practice and training whilst at the same time preserving our own identity.

Tynedale Hospice has a specific longer term collaboration with HospiceCare North Northumberland, supporting the strategic objectives of both organisations and increasing benefits to local communities.

Board Committees

The Board delegates administration through a number of committees, each one led by a trustee and each having specific terms of reference. From time to time, the Board may identify a need for a sub-group of trustees, often working with the CEO, as a task-and-finish group to carry out special projects or activities spanning the committee structure, and reporting to the Board.

There are five committees with clear terms of reference and delegated powers:

- Care
- Finance
- Community
- Governance
- Joint Steering Committee (THH/HospiceCare North Northumberland)

The CEO as well as staff, volunteers, stakeholders, and persons with specialist skills are invited to Board and committee meetings as appropriate. Each committee meets normally every 2-3 months. The CEO is responsible for escalating Board and committee decisions to appropriate staff, respecting confidentiality of discussions, which are relevant to their roles and responsibilities.

Trustee Recruitment

Tynedale Hospice at Home has a number of vacant trustee positions to join their current Board, to help govern and make strategic decisions which will have a direct impact on care provided to the local community.

We are inviting applications from those with a professional background but would also warmly welcome applications from those offering other skills and experience and for whom this would be their first board role. We are keen to welcome applications from all ages who can offer us something different to maintain board diversity as well as a strong belief in the mission and vision of Tynedale Hospice at Home.

We are looking for people who are able to bring different experiences, knowledge and ideas, who can work constructively and enthusiastically to help us navigate the changing and challenging external environment we find ourselves operating in.

We are committed to equality of opportunity for all and applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.

Qualification to be a Trustee

The Charities Act 2011 disqualifies certain people from acting as trustees. For example, you must be over 18, you can't be a trustee when you have taken out an Individual Voluntary Arrangement, are undischarged bankrupt, have an unspent conviction for an offence involving dishonesty or deception, or are disqualified from being a company director or a charity trustee.

In most cases you are committing an offence if you act as a trustee whilst disqualified, and decisions that you take part in may be invalid. We will take reasonable steps to ensure that our trustees are eligible to act and as part of the application process to be a new trustee, the Board will obtain a declaration from you that you are not disqualified, search the register of removed trustees, check the Insolvency Register and conduct a search with the Disclosure and Barring Service.

The Board has a policy that a Trustee cannot be a person connected to a member of staff or the Charity by relationship either personally or professionally and you will be asked to declare that you do not. Questions on the application form seek to establish eligibility.

Time Requirements

There are 4 - 6 Board meetings per year and five committees of the Board that meet with the same frequency. Each trustee is expected to attend Board meetings and be a member of two of the committees. There may be other occasional ad hoc meetings as well as visits and events, and some email correspondence. All of this would imply an average time commitment for each trustee of about 6 hours per month. Chair, Committee Chairs and Vice Chairs have an additional time commitment.

Training

Trustees have a responsibility to identify specific training needs and support. An induction programme is offered with further training events being organised for trustees to update skills and knowledge. Access to specialist advice will be available when necessary with fellow trustees, CEO and staff more than happy to answer questions and offer guidance.

The following are available free of charge:

- Basic online training on Health and Safety, Safeguarding and Data Protection is provided by e-LfH (e-learning for Healthcare)
- Both the Charity Commission and Hospice UK provide packs on Trustee Role and responsibilities
- A Newcastle based law firm provides regular seminars and updates on charity law and trustee involvement

Role Description

Title: Hospice Trustee

Responsible to: Board of Trustees

The voting members of the Board are responsible for the governance of the Hospice. They must ensure that it operates in a manner that:

- enables it to fulfil the objectives set out in the governing document;
- its assets and resources are used for charitable purposes in line with the governing document
- due attention is paid to charitable and company law
- keeps to the hospice's philosophy and values and
- upholds the reputation of the Hospice.

Trustees must at all times act in the best interests of the hospice, must not act unlawfully or negligently. Trustees must work together because they share responsibility for governance regardless of any specific roles held by them or others on the Board, and must not pursue personal or sectional interests at the expense of hospice interests. Trustees must declare any conflict of loyalty or interest.

Main responsibilities of individual trustees

1. To understand the Hospice's aims and objectives as set out in its governing document ensuring that it operates in accordance with them.
2. To take reasonable steps to ensure the Hospice operates within the law, particularly with regard to the Charities and Companies Acts.
3. To take reasonable steps to identify and manage risk.
4. To support the Chief Executive and other staff in carrying out their work when requested to do so.
5. To attend and contribute to meetings of the Board and Committees as relevant and attend a proportion of other Hospice events such as fundraising events.
6. To maintain a governance perspective by ensuring that the Board:
 - establishes the Hospice's strategic direction and goals;
 - contributes to the development of the Hospice's strategy and business plans;
 - understands and acts upon financial and other monitoring information presented to it, questioning such information when appropriate;
 - defines the boundaries of management authority;
 - delegates the implementation of its decisions to senior staff;
 - ensures the Hospice delivers on its accountabilities both those demanded by law and those of Hospice good practice;
 - monitors key performance indicators on a regular basis and holds the Chief Executive accountable for outcomes.
7. To represent the Board's agreed position when speaking publicly on behalf of the Hospice.
8. To contribute towards an annual review of the Board's performance.
9. To help to identify, recruit and induct new Board members, the Chair and the Chief Executive.
10. To adhere to the Charity Commission regulations and their Trustee Code of Conduct.

Application and appointment

If you can answer 'yes' to these questions, we would urge you to submit an application.

- Could you add value to the overall management and administration of our charity?
- Could you commit some of your time regularly to Tynedale Hospice at Home?
- Do you enjoy working with individuals who share a commitment to offer excellent palliative and end-of-life care in a highly regulated environment to our local community?
- Do you have some of the specific skills and experience that we seek?
- Would you like to play a part in delivering the strategic plan and vision for Tynedale Hospice at Home?
- Do you have an understanding and acceptance of the responsibilities and liabilities of charity trusteeship?

If you wish to apply, please send your CV and contact details together with a covering letter setting out your reasons for applying, how you think you could add value to our Board and what aspects of your career and life experience are relevant to your application to mandy@tynedalehospice.com by 9am on Monday 30 September 2024. Please use the subject line Trustee Recruitment.

Prior to interview and/or appointment, vetting of applications will take place to ensure that candidates are eligible, are not disqualified from acting as a Trustee, are DBS checked and declarations of any existing or potential conflicts of interest have been made. You will also be asked to provide details of two referees if you are shortlisted.

Preferred candidates will be identified by current Trustees from applications received and they will be invited to an interview with Trustees on 10 or 15 October 2024. They will be also invited to meet other Trustees, the CEO and SMT.

The Chair will write to successful applicants and there will follow an induction of new Trustees after acceptance. New Trustees will be put forward for approval at the Board meeting on 29 October and advised when they should attend their first Board meeting.

If you have application enquiries or would like further information about the role or charity, please email volunteering@tynedalehospice.com or call Sarah Brunskill, Volunteer Coordinator on 01434 610044 who will direct you to the relevant person.