MEDICAL DIRECTOR OF TRINITY HOSPICE AND BRIAN HOUSE CHILDREN’S HOSPICE

JOB TITLE: Medical Director of Trinity Hospice and Brian House Children’s hospice

Salary Competitive salary commensurate with role

TENURE: Permanent

KEY INTERNAL RELATIONSHIPS: Chief Executive of Trinity Hospice
Clinical Director Trinity Hospice & Palliative Care Services
Trustees of Trinity Hospice
Trinity Management Executive Team (TMT Exec)
Consultant in Palliative Medicine, Trinity Hospice
Clinical Administrative Support Staff at Trinity Hospice
Senior Lecturer in Palliative Medicine and Community Consultant in Palliative Medicine
Head of Department Palliative Medicine, Blackpool Teaching Hospital
Consultants in Palliative Medicine based at Blackpool Teaching Hospital

KEY EXTERNAL RELATIONSHIPS: Medical Director of Blackpool Teaching Hospitals NHS Trust
End of life clinical leads and commissioners for Blackpool CCG and Fylde and Wyre CCG
North West Coast Strategic Clinical Network via Palliative and End of Life Care advisory group for Lancashire and South Cumbria
Fylde Coast Clinical Senate
Blackpool Unitary Authority Social Service Department
Lancashire County Council Social Services Department
SUMMARY OF JOB ROLE

The Medical Director will provide strategic leadership to Trinity Hospice, around palliative and end of life care, including how specialist palliative care services should work alongside and influence health and social care colleagues.

S/he will support the delivery of Trinity’s mission statement of “enabling compassionate care on the journey to end of life” through supporting and extending the reach of the hospice and specialist palliative care across the Fylde Coast.

S/he will support the delivery of best practice in palliative and end of life care in line with the Fylde Coast End of Life Care Strategy (2016-2021) and the National Ambitions for Palliative and End of Life Care (2015-2020).

S/he will be a member of the local Fylde Coast End of Life Care strategy group, working with that group to provide a seamless service of palliative and end of life care as well as helping to influence the future strategy for the development of palliative and end of life care services in the Blackpool, Fylde and Wyre areas.

S/he will contribute fully to the development and work of the senior management structures of the hospice. S/he will work collaboratively with colleagues to ensure the hospice:
- has strong and appropriate governance of all aspects of the hospice’s work
- is financially sustainable and resilient;
- Maintains a skilled and committed workforce of staff and volunteers,
- Strategically plans for its future based on the needs of the local population and wider regional and national agenda’s around service provision
- consistently collects and shares high quality data and uses this data to adapt and learn;

S/he will hold the role of Caldicott Guardian for the hospice and lead on Information Governance for the clinical service.

Along with the Clinical Director and in consultation with the consultants in palliative medicine, s/he will lead on planning and reviewing the clinical services provided by the hospice to ensure they serve the needs of the Fylde Coast and are sustainable and as far as possible equitable.

Background

Trinity Hospice has been providing excellent specialist palliative and end of life care for adults and children with progressive life limiting illnesses on the Fylde Coast for over 30 years, having been established in 1985. It is a registered charity and the responsibility for its governance lies with the Board of trustees. It has been able to develop its services through the generous support of the local community and grants from the two Clinical Commissioning Group.

The £7.5 million annual running costs come from a Service Level agreement with Fylde and Wyre Clinical Commissioning Group, a contract with Blackpool Clinical Commissioning Group and an effective fundraising strategy. The organisation is the 4th most sustainable hospice of the 225 in the country with adequate resources to fund developments, based on 2017 data.

The organisation employs over 200 staff and has over 800 active volunteers. The hospice achieved Investors in People Gold in 2017, won national medium sized Charity of the Year in 2014, Lancashire Charity of the year in 2015 and is rated as outstanding by the Care Quality
Commission in 2017. The annual survey of staff and volunteers conducted by the hospice using a national benchmarked tool (Birdsong) consistently demonstrates higher levels of job satisfaction and motivation than the national “norm” for both hospices and other charity settings.

Trinity is a complex organisation that provides a comprehensive range of specialist palliative care services:

- An adult in-patient unit with 18 beds in a mix of shared and single en-suite rooms
- An adult day hospice offering 18 places a day four days a week – focussing on empowering those attending over a 16 week programme
- Brian House, local children’s Hospice, providing overnight care for up to 4 children and respite day care for 4 children 7 days a week
- Purpose built Learning and Research Centre with a lecture theatre that seats up to 80 people, seminar room and well stocked library
- Purpose built building for counselling and bereavement support for adults and children, plus a schools based bereavement support service – the Linden Centre
- Purpose built out-patient suite for lymphoedema, complementary therapies and medical out-patients
- An overnight hospice at home service co-ordinated by the Out of Hours medical Service which runs seven days a week
- Community specialist team of 8 wte Clinical Nurse Specialist and 3 wte Associate Nurses divided into two teams, running a first response assessment and management service and supported by a Consultant in Palliative Medicine
- Hospital based Specialist team made up of 3 Clinical Nurse Specialists and 2 Associate Nurses supported by two Consultants in Palliative Medicine employed by Blackpool Teaching Hospitals
- An Admiral Nurse and developing capabilities supporting those with dementia.

Total Number of Referrals 2017/18 for Key Parts of the Service are summarised in the table:

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of referrals</th>
<th>Total number patients seen</th>
<th>Total number of discharges</th>
<th>Total number of deaths</th>
<th>Note: Some patients may be known to more than one service within the year.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult In-Patient Unit (18 beds in a mix of single and shared rooms)</td>
<td>333</td>
<td>252</td>
<td>80</td>
<td>10 days</td>
<td></td>
</tr>
<tr>
<td>Number of admissions</td>
<td></td>
<td>Total number of deaths</td>
<td>Length of stay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children in-patient Unit 4 beds plus 1 emergency bed</td>
<td>57</td>
<td>8</td>
<td>7</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Number of active children</td>
<td></td>
<td>Number of new referrals</td>
<td>Number of discharges</td>
<td>Number of deaths</td>
<td></td>
</tr>
<tr>
<td>Hospital Palliative Care Team (Monday to Friday 8am to 5pm)</td>
<td>1277</td>
<td>1143</td>
<td>732</td>
<td>436</td>
<td></td>
</tr>
<tr>
<td>Total number of referrals</td>
<td></td>
<td>Total number patients seen</td>
<td>Total number of discharges</td>
<td>Total number of deaths</td>
<td></td>
</tr>
<tr>
<td>Day Therapy Unit 18 places 4 days a week</td>
<td>295</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Palliative Care team (Monday to Friday 8am to 6pm)</td>
<td>1113</td>
<td>1008</td>
<td>82% died in preferred place</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospice at Home (7 day a week over night service)</td>
<td>916</td>
<td>45% referrals not known to Trinity</td>
<td>95% died in preferred place</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Lymphoedema  
New referrals see 240 annually

| Linden Centre  
(Bereavement support) | Adult Referrals for counselling:  
- living with life limiting illness 72  
- carer of a person with life limiting illness 167  
- Bereaved 288  
Child referrals for counselling:  
- living with life limiting illness 52  
- bereaved 195 |

There is a planned expansion of both the hospital and community based team to enable 7 day a week face to face assessments during the day and an expansion of the hospice at home service to include day time.

**Current Medical Staffing**

<table>
<thead>
<tr>
<th>Role</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Director</td>
<td>1 wte appointed in 2007</td>
</tr>
<tr>
<td>Hospital Consultant</td>
<td>1 wte appointed in 2009 by Blackpool Teaching Hospitals, working part time as Associate Medical Director for Leadership and Engagement at BTH as well as Consultant in Palliative Medicine.</td>
</tr>
<tr>
<td>Hospital Consultant</td>
<td>0.95 wte appointed in 2014 by Blackpool Teaching Hospitals, to support education as well as clinical provision. Currently holds position of Head of Department of Palliative Medicine and End of Life Care. Lead for trainee Physician Associates.</td>
</tr>
<tr>
<td>Community Consultant</td>
<td>0.5 wte shared with the University of Lancaster (the other 0.5wte as a senior lecturer)</td>
</tr>
<tr>
<td>Consultant Paediatrician</td>
<td>0.3 wte – a shared post with Blackpool Teaching Hospitals with 3 sessions based with Brian house Children’s Hospice and remaining sessions as a hospital based consultant</td>
</tr>
<tr>
<td>Senior Speciality Doctor</td>
<td>0.7 wte covering the adult and children in-patient units and other areas of the hospice as needed and leading on Liverpool Medical Student Placements</td>
</tr>
<tr>
<td>Speciality Doctor</td>
<td>1.0 wte employed by the hospice providing medical cover for the in-patient units, and other areas of the hospice as needed</td>
</tr>
<tr>
<td>Speciality Doctor</td>
<td>0.4wte employed by the hospice to support the on call rota and provide medical cover on the adult in-patient unit.</td>
</tr>
</tbody>
</table>

Two additional speciality doctors support the on call rota on an ad hoc basis.

Currently a total of 5 Advanced Clinical Practitioners roles are being developed to support the clinical provision on the adult inpatient and children’s services. All post holders will be non-medical prescribers and able to undertake full clinical assessments. These posts will eventually take part in the medical on-call system and support the provision of clinical service 7 days a week, particularly supporting admissions to the unit on Saturdays and Sunday.
In addition the hospice hosts two innovative General Practice ST posts working in both General Practice and the Hospice. The Hospice is an approved training placement for Palliative Medicine trainees who have either six month or twelve month placements at the hospice as part of the North West Palliative Medicine Training Scheme.

It serves 2 Clinical Commissioning Groups:
- Fylde and Wyre with 19 GP practices serving a population of around 151,000
- Blackpool with 21 GP practices serving a population of around 172,000.

Despite significant pockets of deprivation and issues around high mortality the Fylde Coast has seen a steady decline in the number of hospital deaths and increase in deaths in usual place of residence over the last 5 years across both CCGs. This has been a result of a number of Fylde Coast wide initiatives including the development of unified processes and procedures around key enablers such as Electronic Palliative Care Co-ordination Systems (EPaCCs), anticipatory prescribing at the end of life and individualised plan of care for the dying. In addition the hospice and CCGs have invested in a successful overnight hospice at home service and Six Steps facilitators for care homes across the locality.

Trinity Hospice has a strong working relationship with Blackpool Teaching Hospitals NHS Foundation Trust, Lancaster University and Liverpool University Medical School. It also supports students from University of Central Lancashire, University of Cumbria and University of Manchester from various professional groups.
TRINITY VALUES
Trinity strives to continually improve and provide the best possible care we can for all patients and those important to them. In order to do that we recognise we need a workforce that is passionate about what it does, works together and is well supported by the organisation. We have a shared set of values which we expect all staff to adhere to under the following C.A.R.E.S acronym. A more detailed outline of each of our Values can be found at the end of the job description in appendix 1

- Caring
- Adaptable
- Responsible
- Excellence
- Socially engaged

GENERAL CONDITIONS
- The post is part-time – 6 Programmed Activities per week.
- Annual leave will be a minimum of 30 days per annum based on a 5 working day week (pro rata). There are 8 public holidays in addition to this entitlement.
- Revalidation will be under the direction of the Responsible Office for Blackpool Teaching Hospitals which is the hospice’s registered authority
- A secretary will work with the appointee and IT and office facilities are in place.

REVIEW OF THE JOB PLAN
The appointee and the Clinical Manager, the Chief Executive in conjunction with a representative of the Board of Trustees of Trinity Palliative Care Services, will agree on a prospective Job Plan that sets out the main duties and responsibilities, the accountability arrangements, the objectives and the supporting resources. Job plans will be formally reviewed within the first six months after appointment and agreed according to evidence from actual activity.

CONTRACTUAL COMMITMENT
The post is funded by Trinity Hospice and Palliative Care Services and will hold the contract. Where appropriate the post holder can be awarded an honorary contract where the post-holders substantive contract is held with Blackpool Teaching Hospitals NHS Foundation Trust for clinical commitments.

The post holder will have overall continuing responsibility for patients in the care of Trinity Hospice & Palliative Care Services and in the proper functioning of the service. She/he will undertake appropriate administrative duties associated with the role and their responsibilities

APPRASIAL
There is a requirement to participate in annual appraisal in line with GMC regulations.

The Hospice has the required arrangements in place with Blackpool Hospitals NHS Foundation Trust to ensure that all doctors have an annual appraisal with a trained appraiser and supports doctors going through the revalidation process.

You will be expected to maintain your CME/CPD in line with college guidelines, and this will be supported by the hospice’s study leave policy.

RECOMMENDED OUTLINE WORK PROGRAMME
The allocation of sessions will be subject to review as the service develops in conjunction with the new post holder but an outline is as follows based on 4-6 PAs per week but this can be subject to negotiation depending on the time commitment of potential candidates

**MEDICAL DIRECTOR OF TRINITY PALLIATIVE CARE SERVICES**

**JOB PLAN** – Outline of potential distribution of Programmed Activities (PAs) - this will be negotiated with the individual including the option of working long days.

<table>
<thead>
<tr>
<th>DAY</th>
<th>AM</th>
<th>PM</th>
<th>TOTAL PAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>Trinity Management Executive work around business plan, strategic development, policy review 1PA</td>
<td>Service development / data review / hospice management 0.5PA CPD/education/ audit 0.5PA</td>
<td>2</td>
</tr>
<tr>
<td>Tuesday</td>
<td>Caldicott Guardian / information governance / EMIS developments / virtual technology 1PA</td>
<td>CPD / education / audit 0.5PA Hospice management / network development / liaison with CCG and Trust 0.5PA</td>
<td>2</td>
</tr>
<tr>
<td>Wednesday</td>
<td>Hospice management / oversight of medical team rota / appraisal, one to one meetings 0.5PA Regional North West Hospice leaders 0.5PA</td>
<td>For example: Fylde Coast palliative and end of life care strategy group 0.5PA Lancashire and South Cumbria Strategic Clinical Network 0.5PA Fylde Coast Clinical Senate</td>
<td>2</td>
</tr>
<tr>
<td>Thursday</td>
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<tr>
<td>Friday</td>
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<tr>
<td>TOTAL</td>
<td></td>
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<td>4-6</td>
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</table>
## PERSON SPECIFICATION

<table>
<thead>
<tr>
<th>Education and Training</th>
<th>ESSENTIAL</th>
<th>DESIRABLE</th>
<th>METHOD OF ASSESSMENT</th>
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</thead>
<tbody>
<tr>
<td>Education and Training</td>
<td>Primary Medical Qualification</td>
<td>PhD or MD in a relevant subject</td>
<td>CV/Interview Certification</td>
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<tr>
<td></td>
<td>Full GMC registration with a current licence to practice without restrictions</td>
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<tr>
<td></td>
<td>On Specialist Register for Palliative Care or eligible for inclusion or obtaining CCST within 6 months of interview date <strong>or</strong> an alternative speciality such as General Practice, Geriatric Medicine, Respiratory Medicine, General Internal Medicine or Oncology</td>
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<tr>
<th>Experience</th>
<th>Previous extensive experience in clinical medicine – with at least 4 years in a substantive medical role such as General Practice or Consultant</th>
<th>Management training to MBA level or equivalent</th>
<th>CV/Interview</th>
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<tbody>
<tr>
<td></td>
<td>Extensive experience of managing clinical teams</td>
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<td></td>
<td>Successful track record of medical leadership</td>
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<td></td>
<td>Proven experience of supporting and delivering effective change within a clinical service</td>
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<td></td>
<td>Track record of modernising medical practice and service change with clinical and management colleagues</td>
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<tr>
<td></td>
<td>Able to identify, understand and articulate strategic issues around hospice governance and sustainability</td>
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<table>
<thead>
<tr>
<th>Leadership / Management Style</th>
<th>Excellent communication skills – both oral and written.</th>
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<th>CV/Interview</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Dynamic, open and collaborative leadership and management style</td>
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<td>CV/Interview</td>
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<td></td>
<td>Able to command respect and support from clinicians across all health and social care settings</td>
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<td>Interview</td>
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<td></td>
<td>Ability to develop excellent relationships both internally and</td>
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<td>Interview</td>
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<tr>
<td>Ability to influence and drive the decision making process within the management structures of the hospice</td>
<td>Interview</td>
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<tr>
<td>Commitment to the Mission of the Trinity Hospice.</td>
<td>Live within 30 miles of the Hospice.</td>
<td>CV/Interview</td>
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<tr>
<td><strong>Other Requirements</strong></td>
<td><strong>CV/Interview</strong></td>
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</table>
APPENDIX 2

TRINITY VALUES IN MORE DETAIL

Trinity C.A.R.E.S
So we will be:

Caring

- Provide care with skill and compassion that is person and family centred.
- Truly listen in order to provide appropriate, warm hearted and honest support that meets physical, psychological and spiritual needs.
- Place ‘caring for patients and those important to them’ and/or colleagues and/or supporters at the heart of our actions.
- Respect and value individual differences.
- Support colleagues and/or volunteers and/or supporters at all times.
- Share our knowledge and/or expertise with others in the aim to deliver care to people with progressive life limiting illnesses – whether clinically or in the support of the clinical care.

Adaptable

- Respond positively, appropriately and flexibly to challenges.
- Constantly strive to ensure all we do is of high quality and/or compliant in accordance with changing regulations and/or situations.
- Work across sectors (voluntary, public, and/or private) for the benefit of Trinity.
- Develop effective external collaborations based on mutual respect and trust.
- Prepare to put the needs of other before our own by demonstrating a flexible and adaptable approach.

Responsible

- Clearly communicate expectations so that colleagues, volunteers and/or supporters know what was required of them and will give of their best.
- Demonstrate a ‘can do’ attitude and/or be accountable for our individual actions.
- Investigate adverse comments and complaints carefully and honestly, ensuring learning and continuous improvement.
- Share compliments and celebrate successes to learn from good practice.
- Ensure effective teaching and provide exceptional learning opportunities to colleagues.
- Maximise our impact by effective team-working.
Excellence - someone who will....

- Constantly develop and apply their professional expertise.
- Encourage others to share ideas and learning.
- Aspire to provide exceptional professional performance in all roles.
- Promote learning and development for all those providing and needing our services.
- Recruit competent, capable and committed individuals and/or volunteers who share Trinity’s values.
- Strive for improvement every day in themselves and/or others.
- Continuously challenge assumptions and strive for cutting edge solutions.
- Add new knowledge through high quality and/or ethical audit and research.

Socially engaged

- Work in partnership with our community to either achieve high quality care at the end of life, for all who need it – or to obtain the resources required to enable the high quality care to be delivered.
- Provide meaningful and satisfying employment and/or volunteering opportunities.
- Fund our services through ethical and transparent fundraising.
- Share Trinity’s expertise to benefit the wider Hospice and Palliative Care community as well as other care providers.
- Speak up/be an advocate for vulnerable individuals and/or disadvantaged groups, who need palliative care.
- Endeavour to be environmentally and financially sustainable to benefit future generations.
- Use available resources well, to maximise our shared compassionate cause.