THE KIRKWOOD SUPPORT LIFE

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The Kirkwood are here to support anyone affected by a life limiting illness, every step of the way.

Right now over 3,000 people in Kirklees are living with an illness from which they will not recover. Many of them are approaching the end of their life. The reality is that there are not enough services to help these people to live the best quality of life they can. We want to change that.

We have set ambitious goals for the future. The patients and families that could benefit from our services deserve nothing less. We owe it to all the people who are part of The Kirkwood movement across Kirklees, and beyond, to never stop until everyone affected by a life limiting illness has access to the best possible care and support.

In the next ten years we want to double the number of people we care for. We also want to become the ‘go to charity’ for anyone affected by a life limiting illness so that everyone who needs our support reaches out early enough for us to make a positive impact on their quality of life.

We will raise awareness about who we are and what we do and we will work hard to improve the understanding of The Kirkwood within our local communities. And we will continue to provide the best possible care for our patients, their families and those that care for them.
The Kirkwood currently support around half the people affected by a life limiting illness here in Kirklees. The stark reality is that the others who may benefit from our care don’t reach out soon enough, if at all.

Perhaps it’s because they aren’t aware of all the ways we can help. Perhaps they think we only care for people at the very end of life. Or perhaps it’s because they simply don’t think we are right for them. We need to change that. We want everyone who might benefit from our services to reach out early enough for us to make a positive impact on their quality of life. And to do it, we must be bold.

We need to challenge the perception that The Kirkwood is a building in Dalton; a place where people are cared for in their last few days; that our focus is on death. Whilst it’s true that those things are part of our important work – it is not all we do.

We’re here for local people across our community whenever they need us. We help them to improve their quality of life and make the most of the time they have left.

Our patients, their carers and those closest to them all have their own needs, aspirations and expectations. So our support is built around their personal wishes and goals. Our focus is on quality of life for everyone in our care.

We believe that the impact of our care is profound, but that the limited understanding of our vital, life-changing work hampers our ability to reach more people who might benefit from care. It leads to confusion, and a misconception that other charities are providing the community services that, in reality, The Kirkwood are.

Too many people tell us the same thing: “I wish I’d known about all the different services you offer sooner.” With your support, The Kirkwood will reshape opinions and reach more people than ever before.
Dear Candidate,

Thank you for your interest in becoming Director of Clinical Services with The Kirkwood Support Life.

I hope that you will find all the information you need within this pack and on our website (thekirkwood.org.uk) to help you decide if you’re the right person for this exciting, progressive role.

The Kirkwood Support Life are an ambitious charitable organisation. We’ve been delivering much valued, high quality care and support to people in Kirklees for over three decades. Our services reach thousands of people every year, providing much needed support to patients, their families and people who are important to them, whether that’s in our purpose built facility in Dalton, out in the community or in people’s homes. The Kirkwood has a reputation for excellence and innovation in palliative and end of life care. Not just here in Kirklees, but across the West Yorkshire region and nationally.

It is a real privilege to work for an organisation which is held in deep affection by many thousands of people within our community; the care and support we provide is truly life changing and has reached right across Kirklees into every community. Being part of our movement is hugely rewarding and fulfilling, and for the successful candidate The Kirkwood will be a great environment to grow and develop as a professional and leader.

After two decades with The Kirkwood, our current Director of Clinical Services, Sarah Shaw, is leaving to take on an exciting new challenge; to test herself in a different, but equally rewarding new role. As Sarah moves on to pastures new, she leaves The Kirkwood with a clear vision for clinical services, a robust plan, and a team of enthusiastic, caring and innovative thinkers who are committed to delivering our plan to reach out to all those who need our care.
It’s a great time to be joining our charity. As we embark on an ambitious programme of development and growth to maximise the number of people we support, The Kirkwood’s Clinical Services will require a courageous, compassionate, and creative leader to help us evolve our services to best meet the needs of our local population. We are seeking a candidate who can build from a solid base and help us realise our ambitions; who will help us to capitalise our many strengths; who will support their team to deliver excellent care that focusses on people’s individual needs; and who will nurture and develop the skills of our multi-professional clinical teams.

The Board of Trustees and I are committed to helping our colleagues realise their own ambitions and potential by supporting their personal development. This role is perfect for a clinical leader who is keen to develop their professional career whilst leading the development of our highly valued services.

The successful candidate will be an experienced clinical professional with strong leadership and management skills, a successful track record of delivering high quality services and implementing change to meet the changing needs of patients. They will demonstrate strategic vision and intellect, combined with a compassionate approach to care, and will have a transformational approach which will enable their committed teams to achieve great things for our patients and families.

It’s really important that the successful candidate shares The Kirkwood’s values and is as excited as we are about the opportunity to shape the culture and ethos of our services in what is a varied, challenging and exciting role.

This appointment could not be more crucial for The Kirkwood and we will be careful to select the right person to help us provide the very best care and support to people affected by any life limiting illness here in Kirklees, every step of the way.

We appreciate it is a really important decision for you too, so if you would like to know more, please make contact with either Sarah or myself through my Assistant, Joanne Martin on: 01484 557 900.

Best wishes,

Michael

Michael Crowther
Chief Executive
Hello! My name is Sarah Shaw and I am the current Director of Clinical Services. I have been a nurse with The Kirkwood for over 20 years, spending the past seven in my current role. To say that The Kirkwood has a special place in my heart would be an understatement.

Taking the decision to leave a role I am so passionate about, and a charity which does so much good in our community, was incredibly difficult. But sometimes, maybe once in a lifetime, the opportunity to embrace a new challenge, to explore new territories and to push yourself out of your comfort zone presents itself. And for me, it was a challenge I just couldn’t pass up.

The opportunity to take on this new role simply wouldn’t have been something I could have even contemplated if it hadn’t been for the opportunities I have been given to develop my career in my 21 years with The Kirkwood.

I have always been well supported in my professional development, particularly in my role as Director of Clinical Services. It is this role which has helped me to build strong relationships with other healthcare providers and provided a broad range of experiences that have helped to develop my Clinical Leadership skills.

I have never felt prouder of our amazing team and the work that we do. The last year and a half, with everything we’ve gone through - individually, as a community and as a charity - has been something none of us could have ever planned for or imagined. Yet we have pulled together as a team, utilising all of our skills, commitment and connections to tackle the challenges of the pandemic head on. Together, we have helped our wonderful clinical team to adapt their services (in really challenging circumstances) to reach more people than ever before.

We’ve continued to care for people on our In-Patient Unit, out in the community in care homes and in patients’ own homes, and in our local hospital; providing the same high-levels of personalised care that we always have. Making sure patients could connect with family in person or virtually and live well until they die.
We haven’t stood still, we’ve adapted our training for health and care professionals and launched a new bereavement service for anyone bereaved through or due to coronavirus, working closely with local partners to deliver the best possible care.

As we come through this pandemic, we’ve reflected on what we have learnt and are now looking to the future, with optimism and hope.

We have a new Clinical Services Strategy, with key service development workstreams identified to enable us to support more people who need our help. We are also determined to address inequalities, encourage diversity and work toward greater inclusion, all whilst supporting the wellbeing and development of our nurses and clinical teams.

We have created new development roles both on our In-patient Unit and in our Community Services team, and despite challenging financial forecasts we have been able to secure our Care Co-ordination service as a core service following a successful two-year pilot.

There are always challenges in healthcare and working in a healthcare charity brings its own unique challenges. The Director of Clinical Services role is not an easy one, but it is hugely rewarding. It’s a role which offers you the chance to really connect with patients and their families. To experience the difference The Kirkwood make for people living with life limiting illnesses, both during their illness and at the very end of their lives.

The Kirkwood have an excellent reputation for providing personalised high-quality palliative and specialist palliative care to anyone with a life limiting illness without exception. We will always put the patient and family first. Going the extra mile is not an exception, but the norm.

All of our teams are experienced and diligent, committed, dedicated, kind and compassionate. They look after our patients but also each other. It is this strength of teamwork, skill, commitment and dedication that ensures the highest standards of care are always given. And that’s what makes the role of Director of Clinical Services so special.

It is truly a privilege to work here.

With best wishes,

Sarah

Sarah Shaw
Director of Clinical Services
When James Pratt’s condition deteriorated during the coronavirus pandemic, The Kirkwood Nurse Fiona Marshall was on hand to support the family with whatever they needed.

18 months ago, James Pratt, of Bradley, was referred to The Kirkwood’s Community Nursing Team by his GP, who thought they could help him to manage his chronic lung condition. The Kirkwood Nurse, Fiona Marshall, helped to manage his symptoms and supported both him and his family as his condition deteriorated.

James and his family had regular meetings with Fiona and visited The Kirkwood’s Support & Therapy Centre where he was able to meet people in similar situations and access support. Kelly’s parents also both attended Breathe Better, a five-week course offering advice and support to help James and his family manage his symptoms and improve his quality of life.

James’ daughter, Kelly Adams, reflects on their experience with The Kirkwood.

Kelly said: “Dad was end of life, we knew he wasn’t going to get better and that his condition was going to deteriorate. He was ill for a while and started deteriorating about 18 months ago. That’s when his GP referred him to The Kirkwood to help with his breathing and manage his symptoms.

“We had our first meeting with Fiona at home. Fiona visited us and put us in the picture of what her role and The Kirkwood’s role was and told us that they were there as a support function. After the first meeting with Fiona, we then had either two weekly or monthly meetings with her and she kept us in the loop of what to expect, what was going well and what wasn’t, and how to manage it.

“Fiona was very supportive. I had asked her to be very blunt and honest with me from the start. Any questions or concerns that we had; we always got a very sympathetic but honest answer. She put us in touch with various people across The Kirkwood if she wasn’t available. I could ring the Advice Line and there would be someone there to bounce an idea off or just to run something by.”

With Fiona regularly supporting the family, Kelly hadn’t needed to phone The Kirkwood’s 24/7 Advice Line during James’s illness. But that changed on Sunday 7th June. As James’s condition started to deteriorate, Kelly got in touch with the team at Kirkwood via the Advice Line, who then facilitated a call from 111.

After discussing his symptoms with the 111 Consultant, James was admitted to hospital, and spent the next 10 days there before returning home.

“During those 10 days I think I spoke to Fiona four or five times. Fiona and the Palliative Care Team arranged extra oxygen at home, a hospital bed and everything we could have possibly needed for Dad to be able to come out of hospital. Fiona also organised for Carers and the District Nurse to start visiting. Dad came home on Tuesday 16th June and spent his last 10 days at home. Within those 10 days I had three consultations with Fiona, either over the phone or via video conferencing.”
“All the way through, Fiona more than managed our expectations as a family and, if I’m being completely honest, if we hadn’t had that level of support, I would not have known what to do.

“During those 10 days, I was having to administer oral medication that I’d never heard of and didn’t understand. The Kirkwood Advice Line team and Fiona talked me through exactly what I needed to do, when to do it and what symptoms to look for. It was textbook, step-by-step, clear communication and we could not have asked for any more from the team.

“It was always Dad’s wish to pass away at home and we would not have been able to do that without the advice and support we got from The Kirkwood. Fiona was always there. Even when we hit the pandemic and she couldn’t physically come and visit, she would do a video consultation and then relay it back to me in a phone consultation about what steps we needed to take next.

“If we hadn’t of had a pandemic, I actually think we would’ve had the same level of consistency from the team. I don’t think doing it over the phone has impacted in any way shape or form. I could not fault the communication or the level of care that we got.

“Dad thought the world of Fiona. He said she was so nice, caring, honest and that’s what he needed. But I think it was more so because she made me and mum feel at ease to be able to deal with what was going to come.

“On Monday 22nd June, Fiona advised me that it would be a good time to take leave from work. Then on the Friday dad passed away. I knew as soon as she subtly told me, she was indirectly telling me that he wasn’t going to see six weeks. The way she delivered stuff; it was amazing. We wouldn’t have been able to carry out dad’s wishes if Fiona and the team hadn’t been there.

“As a family, we are so thankful that we had the opportunity and the exposure to experience that, because I think now, when I talk to other people, I can talk from experience that The Kirkwood is not just a place associated with death. They actually care, they are just amazing people that are so good at their job, I just don’t think they get recognised enough.”
“Drew was desperate to be back in Huddersfield. As a massive Huddersfield Town fan, he didn’t want to be in a hospital ward in Leeds. We had to get him home no matter what”

Lesley Heppinstall
Andrew Heppinstall spent two nights being cared for on The Kirkwood In-Patient Unit at the end of his life. Following their experience, Andrew’s wife, Lesley, described The Kirkwood as ‘a light at the end of the tunnel’.

In August 2017, Andrew Heppinstall was diagnosed with a vascular tumour in his brain. He underwent the first of a number of planned surgeries to remove the tumour the following month, but sadly suffered a stroke which caused irreversible damage.

The medical team fought hard to bring Andrew back, but Lesley and his family knew after just a few days that he wouldn’t recover. Andrew was moved from the Intensive Care Unit to a Palliative Care Ward in Leeds General Infirmary, but he was insistent that he wanted to be in Huddersfield. A lifelong Huddersfield Town fan, he was being cared for in the city, which was home to their fiercest rivals. He was determined to get back to his home town.

“When we were moved to the Palliative Care Ward we met a nurse who said to us; “if there’s anything we can do to help you, please let us know.” said Lesley. I immediately asked her; “Can you get us out of Leeds?”

“Drew was desperate to be back in Huddersfield. As a massive Huddersfield Town fan, he didn’t want to be in a hospital ward in Leeds. We had to get him home no matter what. “When we found out that The Kirkwood might be able to help, we got in touch. The team found him a room and even told us they had reserved it for Andrew. We just needed to get him there.”

It was the first time that the Heppinstall family had been told The Kirkwood could help, and Lesley reflects that, at the time, there was no information or guidance about how hospices can support families affected by life limiting illnesses.

“Drew’s uncle, Graham, had been cared for on The Kirkwood In-Patient Unit two years previously, so we knew a little bit about the care they offered. But our knowledge was really limited. If more people knew and The Kirkwood could get the message out more prominently, it could help so many more people.”

Lesley and her family were desperate to get him to The Kirkwood In-Patient Unit, but the team at Leeds were concerned about his condition and were understandably reluctant to move him.

“It was a really difficult moment, but to me, it was so important to help Andrew to fulfil this last wish. It’s about
dignity and what he wanted at the end. We had to find a way to get him to Huddersfield.”

It proved harder than they had hoped for Lesley and her family to get Andrew back ‘home’. With his condition rapidly deteriorating, the family feared he might not make the journey.

“We tried everything we could think of to arrange transport for Drew. I threw all my energy into trying to make it happen.”

“Eventually I spoke with a team of paramedics, who offered to take us to The Kirkwood by ambulance. But they were so concerned about his condition that they had to warn me he might not make the journey home.”

“As a family, we knew we had to take the chance. Everything was out of our hands. The only thing we could do was get him home. With Drew’s state really bad, they finally gave in and gave us an ambulance to take him home.”

“There was only room for me to accompany Drew, so with a heavy heart I turned to my son, Ben, and his sister, Helen, and told them to run as fast as they could and get the train back to Huddersfield, and to The Kirkwood.”

“It was rush hour and the roads were busy on the way from Leeds to Huddersfield, but with every mile we put between Drew and Leeds, my little Terrier fought. His breathing became more relaxed and stronger, his oxygen levels improved and his heartbeat steadied and never wavered.”

“The medic with us never said a word, just looked on in disbelief as I gave him a running commentary of the journey. No intervention was needed. Andrew Heppinstall had this.”

“I honestly don’t think Drew would have made it through the night if he’d been in Leeds.”

“Drew arrived at the doors on Friday evening at 6.30pm. Miraculously, Ben and Helen pulled in at the exact same time. They had to deal with cancellations, no show trains and overcrowding, but still made it in time.”

“Drew spent over 24 hours being cared for on The Kirkwood In-Patient Unit. He sadly died on the Sunday morning.”

“The support we received as a family in that short time was amazing. We couldn’t have asked for better care. Looking back, Lesley is philosophical about the role The Kirkwood was able to play in Andrew’s care.”

“When we discovered that The Kirkwood could help us to fulfil Drew’s last wish, it was such a positive moment at a really difficult time.”

“I would have loved to have known how The Kirkwood could have helped us sooner. I didn’t realise that they had an advice line or that they support people at any stage of their illness.”

“Even though Drew’s uncle had been cared for on the In-Patient Unit, we still didn’t know about all the different ways The Kirkwood can help.”

“We went through a really difficult time in those last couple of weeks. Then we found a positive at the very end. The care our whole family received from The Kirkwood was amazing. They were the light at the end of the tunnel.”

“I want to tell my story because I want others to know that The Kirkwood are here to support patients and families throughout their illness, not just at the end. I want others to know that they can reach out for help whenever they need it.”
51-year-old Eugenia, who has worked as a domestic cleaner and home carer, was initially diagnosed with breast cancer in 2012. At the time, her illness was manageable. Then in April last year, Eugenia was involved in a road accident and was immediately sent to Hospital for a check-up. During her visit to hospital, tests found that Eugenia’s cancer had spread to many other places around her body. “Ever since the summer, I have been struggling with my mobility and I haven’t been able to go out and enjoy the things I usually like to do.” said Eugenia.

“I have had regular visits at home from Kirkwood’s Community Nurse, Fiona Marshall. Fiona recommended several times that I should visit, but I just wasn’t ready to go at the time, The Kirkwood just meant death to me.” As the months went by, Eugenia’s symptoms worsened, and after another prompt and reassurance from Fiona, she was admitted to The Kirkwood In-Patient Unit, where she received round the clock care and support. Eugenia said: “I just felt at breaking point with my pain, and I was feeling down. Fiona asked me again to spend some time at The Kirkwood, and although I was very apprehensive and scared, I said I would try it.”

After spending her first night on the In-Patient Unit, all Eugenia’s fears were taken away. “The next morning when I woke up, I was asked what I wanted for breakfast. I had the option for a full fried breakfast! The food is just delicious there. “When I was at home and in pain, I never usually wanted to get up. I didn’t eat a lot and I just felt like I was giving up. But after a few days, I was getting up in a morning and getting dressed. I was also having three meals a day!”

During her stay, Eugenia was also introduced to other services such as Complementary Therapies and Physiotherapy – which helped her to improve her mobility. She also attended one of The Kirkwood’s newest programmes, ‘Keep your Sparkle’, which supports ladies in dealing with the visible signs of illnesses. “I’ve had Reiki, a massage, a Jacuzzi bath, and more; I feel like I’ve been treated like a queen!

“I was even able to invite eight of my friends to have breakfast with me one Saturday morning; it really cheered me up. “I just feel like a different person in comparison to how I felt before coming to The Kirkwood. I am back to being me.”

With Eugenia being cared for on the In-Patient Unit in the run up to the festive season, there were many events going on, including our annual Light up a Life celebrations and a visit from a local Choir, which sang Christmas carols for patients.

“Christmas is such a special time at the Hospice itself; the unit is beautifully decorated. I was able to watch the Light up a Life service in December, which was held in the Hospice gardens. It was a very moving and lovely event.” After receiving support from the whole team on the In-Patient Unit, Eugenia was able to go home again just before Christmas.
Clinical Services Overview
The Kirkwood help local people, with an illness that cannot be cured, to live well and die with dignity and where possible in a place of their choice. We provide services, free of charge, to people in Kirklees affected by life limiting illnesses that focus on their quality of life. We provide care for people affected by many illnesses, including cancer, neurological conditions, advanced heart and lung diseases and dementia. We also provide services to patients’ families, carers and anyone that is important to them.

Most patients use a combination of services as their illness progresses and draw on the specialist skills of The Kirkwood’s multi-professional team, who work in collaboration with colleagues in all care settings to provide continuity of care. The Kirkwood also provide programmes of education to other professionals who are caring for people with life limiting illnesses. In this way we seek to improve the quality of care experienced by all people who have palliative care needs.

Our services are continuously monitored, evaluated and reviewed to meet the changing needs of patients and their families. All our services are delivered taking into account all current national guidance and quality statements and standards.

Our team of experienced professionals provide the best care for people at the very end of their lives, meeting their individual needs as far as possible and helping the vast majority to avoid dying in hospital.

The Kirkwood provide a specialist palliative care advice line 24 hours a day all year round.

Health Care professionals, patients and their carers contact The Kirkwood for expert advice at any time of the day or night, seven days a week. The aim of this service is to enable more patients to be supported and, as their illness progresses, to have their needs met as soon and as fully as possible.
Patients and those that care for them can access support and advice from our team by accessing our Drop In service at the Dalton site or at the Rosewood Centre in Dewsbury.

Following assessment, patients and carers access a range of services that have been designed to meet their individual needs; from complimentary therapies to education programmes focussed on the needs of people living with different illnesses.

Our team of twelve Kirkwood Nurses provide care in every town and village across Kirklees. Many people think it is MacMillan that provide these services, but in Kirklees it is The Kirkwood. The Kirkwood Nurses are Clinical Nurse Specialists that provide advice on all aspects of pain and symptom control and provide emotional and psychological support for patients at home and in care homes. The Kirkwood Nurses also provide advice to health care professionals, and deliver education and training on all aspects of palliative care.

For patients requiring care and support to address complex problems associated with life limiting illness, and sometimes care at the end of life.

This team provides psychological support and counselling for patients and families during illness and in bereavement. The team’s work includes support for children affected by the death or life limiting illness of a close family member.

The Kirkwood provide Palliative and End of Life Care training for other health and social care agencies – and also for visiting students.

Specific programmes have been developed for professionals who work for Locala Community Partnerships CIC, Calderdale and Huddersfield NHS Foundation Trust, and a number of GP Practices.

These programmes aim to improve the delivery of palliative and end of life care in all settings.

Some people would say that she’s ‘a bit like a Macmillan Nurse’ as she supports people with cancer, but here in Kirklees it’s nurses from The Kirkwood and not Macmillan who provide care to people in their own homes or care home when they are diagnosed with a life limiting illness.

Jo plays a vital role here in Kirklees, because she – like all The Kirkwood Nurses – supports people affected by any life limiting illness, not just cancer. Thanks to nurses like Jo, people in your community get the care they deserve, in their own homes or care home.
Organisational Structure - Overview
We have three clinical service objectives. Here is a short summary of some of the priorities attached to the objectives.

1. Excellence in Care
   Developing our clinical Leadership, sharing our expertise with others and developing a Just Culture building on trust, learning and accountability.

2. Support Life
   Having the right service at the right time in the right place, and increasing the number of people receiving our services.

3. Building on Success
   Optimising and using technology to support patient care and developing the support and services offered to care homes.

Our Strategy - High Level Objectives
3. Benefits of Working with The Kirkwood
The Kirkwood is a great place to work, but don’t just take our word for it, here are some of the things our patients and their families say about us.

“Thank you for your kindness which can never be repaid, and your understanding, and the difference it made to our mother. Thank you once again.”

“What people say about us

To all the lovely people who looked after my husband. Thank you all so much for the loving care and kindness given to him. You made his last days so comfortable and peaceful. We cannot thank you enough. We will never forget your kindness, enabling him to spend his last days in such an amazing place.”

“Thank you so much for all the help and support you’ve given my mother. You don’t realise how much your help has meant to us and how much it’s appreciated. We are humbled and grateful to you all at The Kirkwood.”

“I would like to say a massive thank you to one and all. Words do not do justice to the work you all do here.”
Of course, there are lots of other benefits of working with The Kirkwood too.

Being able to spend time with our service users is all part of the role. It’s incredibly fulfilling to see and experience the difference The Kirkwood makes to people’s lives.

Our employees and volunteers help to make The Kirkwood such a great place to work. Their care, compassion and commitment to go the extra mile for our patients is amazing. It is great to be a part of a team who really pull together.

We have an excellent workplace pension – and if you are already paying into a NHS pension this can be carried across with you.

We regularly showcase our achievements at Hospice UK Conferences and often have several posters accepted each year - so there’s plenty of opportunities to share your innovations.

We are exceptionally proud that our volunteers were awarded the Queens Award for Voluntary Service in 2021; a real accolade for The Kirkwood (it’s the equivalent of an MBE for volunteer groups).

We provide a range of service to support employee wellbeing such as Complementary Therapies, an Employee Assistance programme and paid carers leave, as well as generous leave entitlements.

We provide lots of opportunities for professional and personal development, and enjoy close links with the University of Huddersfield and excellent relationships with our neighbouring hospices.

The gardens at our Dalton site are beautiful and peaceful, and they have been recognised with numerous awards, including the Gold award from Yorkshire in Bloom. We have our own vegetable patch which our very talented Chef uses to create fresh, high quality meals – presented as if you were in a fine dining restaurant.

And of course there is Kirklees itself, which is a diverse and vibrant area, with breath-taking scenery, super walks, quaint villages and good transport links to Leeds and Manchester.
Director of Clinical Services
Job Title: Director of Clinical Services

Responsible to: Chief Executive

Accountable to: Chief Executive

Hours: 37.5 hours per week

Salary: £62,397 - £75,118 dependant on experience, plus performance related pay

The Kirkwood have been providing high quality care and support to local people since 1987.

The Kirkwood Support Life

Our mission is to support anyone affected by any life limiting illness, every step of the way.

Our vision is a world where no-one needs to face a life limiting illness alone and everyone has access to the support they need to live the best quality life they can.

Our Strategic Aims

Our strategic aims are:

To double the number of people we support

To continue to provide the best possible care to patients, their families and those that care for them

To work with our communities and partners and improve the understanding of how The Kirkwood Support Life

Become the ‘go-to’ charity for anyone affected by life limiting illness

Patients, Families and Carers are the focus of everything we do.
Our Values

Our values are what we live and work by. We are:

- Respectful and Inclusive
- Passionate and Determined
- Open and Honest
- Kind and Compassionate
- Forward-thinking
- We strive for Quality and Excellence

Role Summary

The post holder has the responsibility for the providing supportive, innovative, and transformational clinical leadership across all clinical services, role modelling The Kirkwood's values including compassion and respect for the individual needs of our patients, families and their carers, and for our employees, volunteers and stakeholders.

As a member of the Executive Management Team (EMT), the post holder is responsible for developing and delivering a vision for The Kirkwood's clinical services according to the needs of the local population, ensuring effective partnership working with other organisations to optimise integrated working and the sharing of resources and expertise.

The post holder ensures that the framework and resources are in place to deliver safe, effective, and high-quality care providing strong, visible leadership to clinical teams and across the charity.

A key responsibility is ensuring effective links between The Kirkwood and the key regulatory bodies that monitor the standards of care delivered, e.g. The Care Quality Commission (CQC) and the local Clinical Commissioning Group. The post holder will be focused on embedding a continuous improvement culture in terms of clinical quality and safety.

Key Relationships

- Internal
  - Board of Trustees
  - Executive Management Team

- External
  - The Kirkwood Management Group, Heads of Department, Clinical Leads
  - Partners such as Locala Community Partnerships CIC, Primary Care Networks, Mid Yorkshire Hospitals and Calderdale and Huddersfield NHS Foundation Trust, Kirklees Clinical Commissioning Group, Kirklees Council, The University of Huddersfield, and other voluntary sector organisations.
  - Local, regional, and national Hospice senior clinical colleagues, including Hospice UK.
Clinical Leadership

Effectively lead, develop, and manage all clinical services to create a culture that delivers excellent patient focussed care. Ensure the individual needs of patients and their families are at the heart of everything that we do.

Provide dynamic, inspirational, and visible leadership for all care services, with a strong emphasis on safety, quality, efficiency, and value, within a culture of continuous improvement, innovation, and strategic development – working closely with the Medical Director.

Keep up to date with national policy, legislative changes and consultations that may impact on The Kirkwood, its work or reputation.

To behave always with integrity and respect for colleagues and through behaviour and action enhance the reputation of The Kirkwood with all stakeholders.

Empower and encourage employees to develop as individual practitioners and team members within a supportive and progressive culture.

Develop and maintain strong and effective links with Local, Regional and National colleagues within palliative care, the wider health economy and higher education partners.

To actively contribute to relevant external networks or groups as necessary to ensure that The Kirkwood influences the development of Palliative and End-of-Life Care and can build The Kirkwood’s reputation through sharing information and good practice.

Along with senior clinical colleagues, work with the Human Resources and Learning & Development teams to review and develop the skills and competency frameworks and ensure the increasing competency of clinical teams.

Main Duties & Responsibilities
Provide motivational leadership to managers helping to identify priorities, develop skills and competencies and encourage innovation.

Drive the development and review of the clinical workforce plan annually to meet the needs of service users and clinical (e.g. Royal College of Nursing) workforce standards.

In collaboration with HR and Clinical Managers monitor staff performance and support with any issues in accordance with policy and procedures and/or professional codes of practice.

Provide visibility within the clinical services and be accessible to patients, families, employees, and volunteers.

Strategic Responsibilities

Contribute to the development and implementation of The Kirkwood’s Strategic Business Plan in collaboration with, the Chief Executive, EMT colleagues and Trustees acting as the lead on all clinical aspects of strategic development.

Provide strategic direction and vision for The Kirkwood’s Clinical Services, lead the development of the Clinical Service Strategy in collaboration with the Medical Director, EMT and in consultation with service users and all key stakeholders.

Lead the strategic development and commissioning of new clinical services and initiatives. Drive service developments in line with the Strategic Business Plan and to effectively meet the needs of the local population.

Responsibility for leading the development, implementation and evaluation of education, training, research and audit strategies.

Clinical Governance and Quality Improvement

Ensure there is an effective system of clinical governance across the organisation and be accountable for all aspects of clinical governance. As the Executive lead for Clinical Governance Committee enable Trustee oversight and involvement in clinical governance issues.

Lead the development of an effective clinical governance framework within the charity, including clinical audit, complaints management, policy development and other quality assurance measures.

Role model the approach to investigation of complaints about care, taking and open and candid approach, supporting colleagues throughout the process, ensure learning and take appropriate action when required.

Provide effective leadership in clinical risk management, ensuring that policies and practices comply with legislation and best practice quality standards.

Ensure that clinical services are evaluated annually to include capacity, demand, and impact, to ensure they continue to meet the needs of patients and evaluations inform the long term strategic and financial plans.

Work with the Clinical Commissioning Group (CCG), the Kirklees Integrated Care Partnership (ICP) and the West Yorkshire and Harrogate Integrated Care System (ICS), and other partners to support the development of integrated palliative and end of life care service across Kirklees and the ICS region.

Identify opportunities for collaboration with partners for the benefit of patients and their families and develop proposals for discussion with the wider EMT and Trustees.

Strategic Responsibilities

Contribute to the development and implementation of The Kirkwood’s Strategic Business Plan in collaboration with, the Chief Executive, EMT colleagues and Trustees acting as the lead on all clinical aspects of strategic development.

Provide strategic direction and vision for The Kirkwood’s Clinical Services, lead the development of the Clinical Service Strategy in collaboration with the Medical Director, EMT and in consultation with service users and all key stakeholders.

Lead the strategic development and commissioning of new clinical services and initiatives. Drive service developments in line with the Strategic Business Plan and to effectively meet the needs of the local population.

Responsibility for leading the development, implementation and evaluation of education, training, research and audit strategies.
Oversee and review external contracts or service level agreements working with the Partnership Development Manager.

Work closely with the Medical Director/Consultant in Palliative Medicine and others in the medical team to promote good working relationships across all clinical areas.

Ensure excellent communication is maintained within and external to The Kirkwood.

Participate in the senior manager on call rota.

To positively promote, support and represent The Kirkwood to all stakeholders, and to nurture the philosophy, ethos and values of the charity.

Act at all times with the highest standards of integrity and professionalism as a positive role model within The Kirkwood and an effective ambassador externally.

Maintain full registration with the relevant professional body (e.g. Nursing & Midwifery Council (NMC)) and comply with all aspects of the relevant code of professional conduct.

Attend all mandatory training or courses and attend any training or development required by The Kirkwood.

To be aware of personal responsibilities as defined by the Health & Safety at Work Act 1974.

To maintain strict confidentiality in all matters relating to The Kirkwood, its business, patients, employees. To undertake any other tasks, duties or responsibilities as requested by the Chief Executive or in their absence the Board of Trustees.

This Job Profile is an outline of responsibilities and will be subject to review with the postholder considering the changing needs of the post and The Kirkwood.
### Person Specification

#### Requirements

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Essential / Desirable</th>
<th>How Assessed?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education and Qualifications</strong></td>
<td></td>
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</tr>
<tr>
<td>Registered Healthcare Professional with current registration status</td>
<td>Essential</td>
<td>Application Form and online check (e.g. NMC, HPC etc.)</td>
</tr>
<tr>
<td>First level degree in relevant healthcare profession</td>
<td>Essential</td>
<td>Application Form and Certificates</td>
</tr>
<tr>
<td>Masters degree in relevant subject</td>
<td>Essential</td>
<td>Application form and certificates</td>
</tr>
<tr>
<td>Evidence of continuing professional development (CPD) with up to date personal portfolio</td>
<td>Essential</td>
<td>Application Form, Certificates and Portfolio Review</td>
</tr>
<tr>
<td>Professional education or qualifications relating to specialist palliative care</td>
<td>Desirable</td>
<td>Application Form and Certificates</td>
</tr>
<tr>
<td>Management qualification/modules studied</td>
<td>Desirable</td>
<td>Application Form and Certificates</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td></td>
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</tr>
<tr>
<td>At least 3 years leading clinical services and a complex multi-professional team</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>At least 10 years’ experience of working within nursing or other health teams delivering regulated patient services</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Management experience in palliative care setting at senior level</td>
<td>Desirable</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Experience of successful delivery of services to recognised quality standards</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Experience of developing and integrating clinical services – including implementing technology</td>
<td>Essential</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td>Experience of developing and implementing effective policies and procedures and monitoring compliance</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Demonstrable understanding of requirements of regulatory roles such as Registered Manager and Accountable Officer for controlled drugs roles</td>
<td>Essential</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td>Experience of Registered Manager role</td>
<td>Desirable</td>
<td>Application Form, Interview and References</td>
</tr>
</tbody>
</table>

**Support Life 6362 Director of Clinical Services**

**How Assessed?**

- Application Form
- Interview
- References
- Portfolio Review
<table>
<thead>
<tr>
<th>Experience of managing complaints investigations to satisfactory conclusion including implementing learning and change</th>
<th>Essential</th>
<th>Application Form and Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proven record of effective employee leadership and development</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Experience of engaging and working with external partners and agencies at a senior level</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Experience of successful delivery of services within agreed budgets</td>
<td>Desirable</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td>Experience of marketing services and demonstrating impact to stakeholders</td>
<td>Desirable</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td><strong>Skills, Knowledge and Abilities</strong></td>
<td></td>
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<tr>
<td>Demonstrable understanding of and commitment to the highest standards of quality and safety</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Ability to lead, motivate and encourage large complex teams to innovate, change and improve</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Excellent self management skills including ability to plan, deal with complexity, prioritise workloads and work effectively under pressure</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Excellent communication and influencing skills, handling sensitive and / or complex information with different audiences</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
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<tr>
<td>Ability to consistently solve problems, finding solutions, involving the right colleagues at the right time</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Up to date knowledge of specialist palliative care</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
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<tr>
<td>Knowledge of current policy, strategic and legislative environment facing Hospices and palliative care</td>
<td>Essential</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td>Computer literate</td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td>Ability to negotiate effectively</td>
<td>Essential</td>
<td>Interview and References</td>
</tr>
<tr>
<td>Knowledge of Health &amp; Social Care sector, structures, organisational roles and funding flows</td>
<td>Essential</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td><strong>Demonstrable success of developing teams</strong></td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td><strong>Ability to create and maintain effective working relationships at all levels</strong></td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td><strong>Ability to deliver high individual and team performance under pressure</strong></td>
<td>Essential</td>
<td>Application Form, Interview and References</td>
</tr>
<tr>
<td><strong>Attitudes and Personal Characteristics</strong></td>
<td></td>
<td></td>
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<tr>
<td>Passion for great, personalised care</td>
<td>Essential</td>
<td>Interview and References</td>
</tr>
<tr>
<td>Committed to supporting colleagues development and wellbeing</td>
<td>Essential</td>
<td>Interview and References</td>
</tr>
<tr>
<td>Visionary, courageous and transformational, with energy to inspire and motivate colleagues and partners</td>
<td>Essential</td>
<td>Interview and References</td>
</tr>
<tr>
<td>Compassionate, supportive and empowering, demonstrable emotional intelligence</td>
<td>Essential</td>
<td>Interview and References</td>
</tr>
<tr>
<td>Credible, authentic &amp; mature in outlook</td>
<td>Essential</td>
<td>Interview and References</td>
</tr>
<tr>
<td>Strong alignment with the values and ethos of The Kirkwood</td>
<td>Essential</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td><strong>Attitudes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile across Kirklees and wider area</td>
<td>Essential</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td>Knowledge of Health &amp; Social Care sector, structures, organisational roles and funding flows</td>
<td>Essential</td>
<td>Application Form and Interview</td>
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</table>
24/7 Specialist Advice Line
01484 557 910

The Kirkwood Main Reception
01484 557 900

Fundraising
01484 557 911

Website
www.thekirkwood.org.uk

Email
info@thekirkwood.org.uk

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