

A young child with light brown hair and blue eyes stands outdoors in a garden. The child is wearing a white t-shirt with a cartoon animal wearing sunglasses and a palm tree. The child has a white medical collar around their neck and a white cast on their right hand, which is raised. The background is a wooden fence and green foliage.

Clinical Trustee recruitment pack 2022



Welcome

On behalf of all our colleagues and the children, young people and families that we care for, we would like to thank you for your consideration in becoming a Trustee of Martin House children's hospice.

We hope that this pack will give you enough information to decide whether to continue your application to join our dedicated team providing leading care for children and young people.

We have exciting plans to continue to grow and develop our services, people and facilities and we are looking for a Clinical Trustee with clinical expertise in the provision of children's health and/or social care to join our Board of Trustees and possibly chair our Clinical Effectiveness Committee.

This pack will provide you with further detailed information about the role and responsibilities of a trustee at Martin House.

Application Process

How to apply

If you are interested in this position, please review the online recruitment pack and forward your CV along with a statement explaining why you would like to volunteer with us and what contributions and added value you feel you can make as a clinical trustee to Martin House.

Email applications should be sent to hr@martinhouse.org.uk

Applications should clearly demonstrate how you meet the requirements of the role and our values.

Next steps

Martin House is a purpose-built hospice for children, young people and their families, providing We will invite candidates to interview as and when successful applications are received.

The closing date for applications is Thurs 30th June 2022

For further information, an informal discussion, or if you require any reasonable adjustments at any stage of the application process, please contact:

Rachel Sherbourne
rsherbourne@martinhouse.org.uk

We would like to thank you for considering making a difference at Martin House and wish you the best of luck with your application.

We look forward to hearing from you.



Tim Halstead
Chair of Trustees



Clair Holdsworth
Chief Executive

About us

Our history

The vision of Martin House became a reality thanks to the dedication of the Venerable Richard M C Seed, then Archdeacon of York, and to the generosity of thousands of people who raised money. When Martin House opened its doors to children and their families in 1987, we became only the second children's hospice in the UK. Since that time, we have played a leading role in the development of the philosophy and delivery of children's hospice care, not only in the UK but throughout the world. Our commitment to innovative development and the delivery of high quality, child and family led services continued with the opening of Whitby Lodge in 2002, the UK's first dedicated unit for teenagers and young people.

What we do

Martin House is a purpose-built hospice for children, young people and their families, providing truly holistic care for those with life-limiting conditions. We support families from across West, North and East Yorkshire, both at our hospice and in the community. The children, young people and their families are at the heart of everything we do, and we value each member as an individual with their own needs. We pride ourselves as being a regional centre for specialist paediatric palliative care and are committed to ongoing service improvement and clinical excellence.

The hospice itself is a place where children, young people and their families can come to stay from time to time during their journey, receive specialist clinical care, well-being support and practical help. It is a place of compassion and understanding, a peaceful place but one that can also have a lively, friendly atmosphere full of fun and laughter, where children and their families make the most of the time they have together. It can of course be an emotive place, particularly when we provide end of life care and care after death in our cooled bedrooms.

Our highly specialist multi-disciplinary team supports families at Martin House; in hospital and in their own homes. This includes symptom control, advanced care planning (to allow thought and planning for end of life care), clinical care, music therapy, play activities, emotional and spiritual care.

The families we support are offered the best possible support in bereavement, whether through one to one, family sessions or as part of our support groups. We have groups for siblings, parents and grandparents and offer a service to families of children who have died from a life-limiting illness but did not use the hospice, this could include sudden or traumatic death.

We accept referrals for children and young people aged 0-19, including babies diagnosed in the antenatal stages. Even without a referral, both families and professionals can seek advice at any time from our experienced professionals who are experts in paediatric palliative care. We transition young people by the age of 25 out of Martin House care.

As well as being internally research active, we support the Martin House Research Centre in collaboration with the University of York which has a remit to increase research and enhance awareness of Paediatric Palliative care locally, regionally, nationally and internationally.



Our vision, mission and values

Our vision

Every child and young person has access to palliative care when and where they need it.

Our mission

To help children and young people with a life-limiting condition, along with their families, to live well and fully, offering the best possible end of life care and support to the family in bereavement.

Our values

Being child
and family
focused

Listening to
and valuing
each other

Delivering
high standards
in everything
we do

Being flexible,
responsive,
open and honest

Working
holistically and
in collaboration
with others

Being dedicated,
compassionate
and caring

Our strategic plan 2019-2024

Excellence

Core Objectives

- Ensure services are of the highest quality, safety and effectiveness

Strategic initiatives:

- Meet or exceed regulators' requirements
- Ensure the highest standards of corporate and clinical governance
- Ensure all assets meet the needs of service users
- Be a sector leading research active organisation

Innovate

Core Objectives

- Raise awareness and reach more people

Strategic initiatives:

- Promote the work of the hospice
- Develop our community service provision
- Increase collaborative regional and national level

Resource

Core Objectives

- Have the right resources to deliver care

Strategic initiatives:

- Raise sufficient income to ensure the future financial sustainability of the organisation
- Plan and complete the refurbishment/rebuilding project and funding plan
- Recruit, retain and develop the right staff and volunteers
- Maximise the use of data and digitalisation throughout the organisation

Reach

Core Objectives

- Meet the diverse needs of children, young people, their families and supporters

Strategic initiatives:

- Review and develop the provision of a sustainable emotional support and bereavement service
- Develop a transition pathway
- Review and develop a therapies and wellbeing offer
- Review and develop our supporter journeys

Our impact 2020/21

The support we've given to children, young people and their families in 2020/21 in numbers:

Offer care 24/7

365

days a year

Supported over

425

children and young people

We accepted

74

new referrals

7,416

specialist medical and
CNS* community contacts

2,290

family support
contacts

3,460

nursing support
contacts

Our end of life and bereavement support

We provided

84

overnight stays
in our cooled
bedrooms

Provided

118

families with
bereavement
support

Supported

198

people with our
bereavement team
including **24** siblings



I used to feel alone and frightened, but now we have Martin house, I know I don't have to be scared, because I can just ring and speak to a doctor, even if it's the weekend or at night – it's our safety blanket.

Rachel, Jack's Mum

Running Martin House

Although it is budgeted to cost £9m a year to run Martin House, due to the challenges of 2020/21 the actual cost to run Martin House during this time was **£7.9 million**

195

members of staff were part of our team

15

new roles were created

350

volunteers supporting all areas of Martin House

Our income

For every **£1** we raise, **88p** goes directly into enabling our care.

£4.9m

total voluntary raised income

£0.8m

through our 13 retail shops

£1.3m

donated through legacies



The support we have received from Martin House has been truly outstanding and has made such a positive difference to us – we are so very grateful.

Jessica, Oaken's Mum

Our people

Care Team

We have a highly skilled, multidisciplinary care team. There is full 24-hour medical cover at Martin House provided by specialist doctors, including two part-time Consultants in Paediatric Palliative Medicine, who provide support and advice to children and their families throughout the region and also to professionals who are involved with children with palliative and complex care needs.

Our care team includes nurses on each shift, along with other team members with varied skills and experience who can ensure that all the needs of the child can be met. These include physiotherapists, Clinical Nurse Specialists, occupational therapists, music therapists and artists in residence. We also employ two Clinical Practice Educators and a Clinical Psychologist.

Income Generation

Martin House is a purpose-built hospice for children, young people and their families, providing We have a successful fundraising team based at Martin House comprising; partnerships, regional, trusts and foundations, events, individual giving and philanthropy teams, working together to bring in voluntary income of more £6.5 million annually, with an ambition to take that to £10 million.

Our retail team, based at Martin House, is responsible for developing and managing our growing network of 13 shops.

Resources

We have a comprehensive and outstanding support service comprising Estate, Health & Safety, IT, Finance, People and administration teams.

Volunteers

We have an exceptional and valued team of 350 regular volunteers who deliver essential support across the hospice. Our dedicated Volunteer Coordinator is responsible for volunteer recruitment, support and development and we run a volunteer forum to engage our volunteers in the strategic development of the hospice.

Strategic Leadership Team



Clair Holdsworth
Chief Executive



Lindsey Fellowes-Freeman
Director of Finance and Corporate Governance



Antoinette Stewart
Director of People and Resources



Rebecca Wynne
Director of Income Generation



Victoria Greensmith
Director of Clinical Services

Our Trustees

Martin House is managed by a Board of Trustees who are governed by a memorandum and articles of association. The trustees are responsible for the overall philosophy and policy of Martin House and are accountable for the solvency and continuing effectiveness of the hospice. The management of Martin House is delegated to the Chief Executive and Strategic Leadership Team.

Volunteer Trustee role profile

Role Title: Clinical Trustee

Employment Status: Volunteer

Accountable to: Chair of the Board of Trustees ('the Board')

Location: Martin House Hospice, Boston Spa

Overview

Martin House is a registered charity and company limited by guarantee. It is governed by a Board of Trustees who also act as the Company Directors. The Board of Trustees are collectively responsible for ensuring that Martin House is governed well and meets its objects as set out in the Memorandum and Articles of Association.

This document details the specific duties and responsibilities for the role of Clinical trustee, along with the generic role profile of a Trustee at Martin House.

Further information can be gained from the Charity Commission publication 'The Essential Trustee - what you need to know, what you need to do (CC3)' which is available on the gov.uk website - <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

Clinical Trustee Role

We are grateful to all our volunteers for their time and dedication, and could not exist without their continued support. The role of Clinical Trustee is a key position supporting the work of our Board of Trustees and helping to inform and guide the Strategic Vision for the Hospice.

As a Clinical Trustee you will either hold a relevant professional qualification or have extensive clinical experience and a proven, professional track record of working to the highest standards.

Key Accountabilities

In addition to the statutory duties applicable to all Trustees, Trustees with clinical backgrounds should use any specific skills, knowledge or experience they have, to assist the Board of Trustees to understand the clinical issues raised at Board meetings.

Any person appointed a Trustee will become a member of the Charity.

This may involve:

- Reviewing clinical documents brought to the Board.
- Using your background clinical expertise to advise the Board and the Strategic Management Team on strategic direction from the perspective of referrers to the Hospice.
- The ability to make recommendations to the Board of Trustees based on your clinical experience and knowledge.
- Advising the Board on other issues in which you as a Trustee may have special expertise.
- Demonstrating willingness and approachability in dealing with enquiries from staff or trustees.

Skills & Experience

- Relevant recognised professional clinical qualification.
- Clinical experience relevant to the users of the Hospice, for example, paediatric neurology, neuro-disability, neuromuscular, community paediatrics or social care.
- Ability to assist non-medical Trustees with interpretation of clinical information in documents provided to the Board.
- Experience of leadership in a health or social care setting.
- A good understanding of effective clinical governance practice.

Volunteer Trustee role description

Martin House is a registered charity and company limited by guarantee. It is governed by a Board of Trustees who also act as the Company Directors. The Board of Trustees are collectively responsible for ensuring that Martin House is governed well and meets its objects as set out in the Memorandum and Articles of Association.

Duties and Responsibilities

- Ensure that the organisation complies with its governing document, organisation law, and any other relevant legislation or regulations.
- Ensure the organisation applies its resources exclusively in pursuance of its objects, i.e. the organisation must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- Contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguard the reputation and values of the organisation.
- Represent the organisation at functions and meetings as appropriate.
- Declare any conflict of interest while carrying out the duties of a trustee.
- Be collectively responsible for the actions of the organisation and other trustees.
- Ensure the effective and efficient administration of the organisation.
- Abide by the equal opportunities policy.
- Ensure the financial stability of the organisation.
- Protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- Make sure the organisation is properly insured against all reasonable liabilities.
- Appoint and support the employees and monitor their performance.

In addition to the above statutory duties of all trustees, each trustee should:

- Use any specific knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising board papers, contributing to discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the trustee has special expertise.
- Attend Board and committee meetings as appropriate and read papers in advance of meetings.
- Participate in other tasks as arise from time to time, such as interviewing new staff.
- Keep informed about the activities of the organisation and wider issues which affect its work.

Clinical Effectiveness Committee (CEC)

Clinical Trustees are expected to be on the CEC. The Chair of the Committee, who should have a clinical background, is appointed by the Board. The objective of the committee is to provide assurance to the Board that Martin House has a robust framework for the management of clinical systems and processes and that the care Martin House provides is safe, effective, caring, responsive and well-led. These systems will include, but are not limited to, clinical strategy, clinical risk, clinical performance, clinical staff development/education, clinical audit and clinical regulation.

Time Commitments

There are four Board meetings per year lasting up to four hours which take place on an afternoon at Martin House. In addition, an away-day is usually held for strategic planning and board development. There are currently two standing committees, Clinical effectiveness (CEC) and Finance & Resources (FRC) which meet 4 times a year, plus occasional working groups. Board members are expected to serve on one of these and to take part in other activities from time to time, e.g. recruitment of senior staff. Trustees absent from three consecutive meetings may be asked by other Trustees to resign. Board members are expected to maintain a reasonable level of contact with the hospice so that they understand what it is doing and feel confident about the quality of its work.

Advocacy

Trustees are expected to assist the Board and senior staff in promoting the hospice, where appropriate.

Contact with Staff

Trustees will mainly have contact with hospice senior staff. Trustees will be given the opportunity to get to know the main areas of the hospice's work and to meet staff and volunteers across the organisation. Their role is to support and motivate staff and provide advice and guidance when requested rather than to give instruction.

Induction and Training

There is a detailed induction process for new Trustees. Further training is provided from time to time and Trustees are encouraged to attend where appropriate in order to maintain and develop relevant knowledge and skills.

Advice

The Trustees have access to specialist professional advice in a number of areas as deemed necessary by the Board, and as advised by the staff. The senior management team also provide professional advice and support.

Conflicts of Interest

Trustees must at all times act in the best interests of the hospice. They must work together, and must not pursue personal or sectional interests at the expense of hospice interests. It is a requirement that Trustees' interests be formally documented.

There may be times when Trustees face a conflict of interests. Trustees must avoid conflicts of interest and wherever a conflict of interest arises in a matter to be discussed at a meeting of the Trustees or a committee, a conflicted Trustee must declare that interest and comply with the procedures set out in the Articles.

Trustees may not be employees of Martin House and must not receive any payment of money or other material benefit, except where expressly permitted in the Articles.

Leadership

Trustees should promote and support the principles of leadership by example, demonstrating our values. They must respect the role of the Chief Executive both as leader of the Strategic Leadership Team and as the primary link with the Board of Trustees.

Diversity and Inclusion

At Martin House our children, families and colleagues come from a wide range of backgrounds and we value the unique contribution that each individual can bring. We strongly believe that a diverse and inclusive team where everyone can be themselves and feel at home is vital to our work, and we welcome applications from all sectors of the community.

Confidentiality

Maintaining confidentiality of information relating to the hospice and its patients and families is essential. Trustees must not at any time disclose any confidential information about the affairs of the hospice, patients/families or staff to any unauthorised person. Hospice staff will only disclose confidential information to Trustees for authorised purposes.

Safeguarding

We are committed to safeguarding and promoting the welfare of children and young people. All roles are subject to safer recruitment practices, including an enhanced Disclosure and Barring Service (DBS) check.

Trustee Declaration

Trustees are required to sign the following declaration on appointment:

- I am over the age of 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).
- I am, in the light of the above, not disqualified by the Charities Act 1993 (section 72) from acting as a charity trustee.
- I am not a barred individual under the Home Office vetting and barring scheme.
- I will undertake to fulfil my responsibilities and duties as a Trustee of Martin House Children's Hospice in good faith and in accordance with the law and within Martin House's objects.
- I do not have any interests in conflict with those of Martin House Children's Hospice (either in person or through family or business connections) except those which I have formally notified in a declaration of interest statement. I will specifically notify any such interest at any meeting where Trustees are required to make a decision which affects my personal interests.

Further Information

Further information about Martin House can be found on our website at martinhouse.org.uk

Martin House

Children's Hospice

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01937 844569 | getinvolved@martinhouse.org.uk

[martinhouse.org.uk](https://www.martinhouse.org.uk)

