



**St Michael's  
Hospice**

**Caring to make a difference**  
[www.st-michaels-hospice.co.uk](http://www.st-michaels-hospice.co.uk)



## Associate Trustee Recruitment Pack



# Welcome

David Teague - Chair of Trustees



Thank you for showing an interest in becoming an Associate Trustee at St Michael's. I hope that this pack provides you with the background information that you need to show the scope and scale of our activities and, just as importantly, our aspirations for the future.

I have been a trustee for some 18 years, and Chair of Trustees since April 2021. I have found this time as inspirational, working with a passionate, hardworking team of staff and volunteers who want to do the very best for our community.

I cannot emphasise enough the close relationship that St Michael's has with our community. They value what we do, and they see St Michael's as their own, we are the most prominent charity in the county. This means a lot to us. We must never betray this trust, not just in terms of what we do now, but also in us continuing to develop new ideas through innovation, science and technology to improve our service, extend our reach and to work smarter.

Our supporters provide us with the money that we need from their hard-earned cash and their time as volunteers. We have to continue to ensure that we spend their money wisely. This means that our management team are continually looking to find improvements at all levels and in all aspects of the organisation.

The care system in Herefordshire is lacking in many areas, as it is in the rest of the country. St Michael's has an ambition to help fill these gaps as far as we can. To do this we will need to continually grow our income, and this will again require innovation, new ideas and new ways of engaging with our supporters.

Working at St Michael's is incredibly rewarding. We look forward to welcoming the new Associate Trustee.





# Contents

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About Us.....3

Our Purpose, Mision & Values.....4

Our History.....5-7

Our Structure.....8

Our Current Service Provision.....9

Trustee Role Specification.....10

How To Apply & Recruitment Process.....11



# About Us

## How we help our Community

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St Michael's Hospice provides Inpatient and day services, as well as Hospice at Home care and support. St Michael's has been at the forefront of the Hospice care movement since 1984. By sharing our knowledge and expertise with other healthcare professionals, we have played an important role in revolutionising palliative care.

With people living longer than ever before, our professional staff and trained volunteers are committed to improving the quality of life for our patients, their families and carers.

Our multi-disciplinary team includes doctors, nurses, physiotherapists, occupational therapists, complementary therapists, social workers, chaplains and counsellors.

Specialist Hospice staff work together and often in partnership with the NHS to relieve patients' symptoms, control their pain and help them to live well until the end of life.

We are also there to ensure loved ones have access to the appropriate care and support they need to cope with the complex feelings and lifestyle changes caused by a terminal illness.

This year, it will cost £12.5m to run St Michael's Hospice. With only 18% of our total income coming from the government this year, this means that around £10m needs to be raised from our incredible community to help keep us going.





# Our Purpose

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## Our Purpose:

We believe everyone should have access to care that enables them, and those close to them, to live and die well.

## Our Mission:

Working alongside our community, our mission is to ensure that adults in Herefordshire and the surrounding areas, benefit from palliative and end-of-life care when needed. This includes supporting loved ones throughout bereavement and beyond.

## Our Values:

### “What matters to you is what’s important to us”

To ensure we deliver upon this every day, we empower people to work collaboratively to reach the **best possible decisions**, realise them in the **best possible way** and at the **best possible time**.

### We value:

knowledge, judgment, and kindness in reaching the best possible decisions, courage, integrity, and passion in realising those decisions in the best possible way, and honesty, empathy, and determination in doing so at the best possible time.

Living our values influences the way we behave. The way we behave informs **the way we do things**. The way we do things is **the St Michael’s way**.

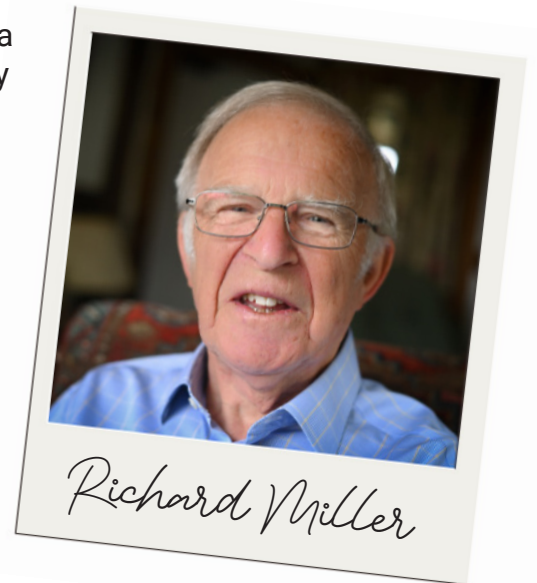


# Our History

Back in the heatwave of 1976, Dr Richard Miller was inspired by a visit to St Barnabas Hospice in Worthing to build a similar facility for Herefordshire. Dr Miller said,

“Back then, people were mostly looked after in hospital or at home. There was little understanding of symptom control. People often died in pain, screened off in the corner. I, along with other health care professionals, found this very difficult to deal with.”

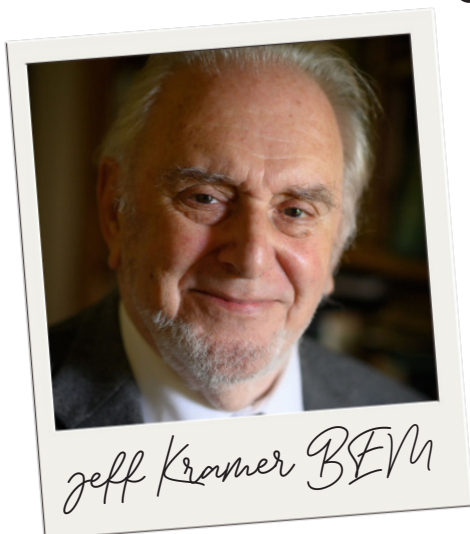
Richard soon joined forces with other like-minded people to undertake the challenge of raising £700,000 to build a Hospice for Herefordshire. One of those pioneers and co-founders was Dr Jeffrey Kramer.



“I remember all of us thinking challenges like this are done on faith. It was a pure belief in the project being the right thing to do; that gave us the will to go on. Freda Pearce led the team of fundraisers; she had the cheek of the devil and was a very powerful person. She believed nothing was impossible and through sheer dedication and love for our fellow men and women, we built the Hospice.”

I quite honestly believe you can still feel the love when you walk in. There's something very special about our building.”

Jeff was awarded the British Empire Medal (BEM) in September 2024.



# Our History



**1979**

Richard Miller and Freda Pearce launch appeal

**1984**

In the Summer of '84, the first Hospice building was completed.  
In the Autumn of '84, the first patients were admitted.



**1996**

The Sunflower Appeal launched to raise £600,000 to build a Day Hospice extension.

**1997**

On 29th July, the Day Hospice was officially opened by HRH Princess Alexandra.



**2000**

Hospice Lottery was launched.

**2009**

Hospice Choir formed for the Silver Jubilee's Thanksgiving Service



**2013**

The Redevelopment Appeal launched to build new Inpatient unit and refurbish the main Hospice.





**2015**

In March, Clive & Sylvia Richards open Inpatient wing.

**2016**

In April, the Hospice at Home service was launched.  
In September, the refurbished Hospice (Day Services & Outpatients) re-opens.



**2018**

HRH Princess Alexandra formally opens the re-developed Hospice.

**2019**

The Hospice celebrates its 35th Birthday with a My35 campaign.



**2022**

Monty Don officially opens the re-developed Hospice Gardens.

**2024**

Hospice co-founder Dr Jeffrey Kramer is awarded the British Empire Medal (BEM) at the Hospice.



**2024**

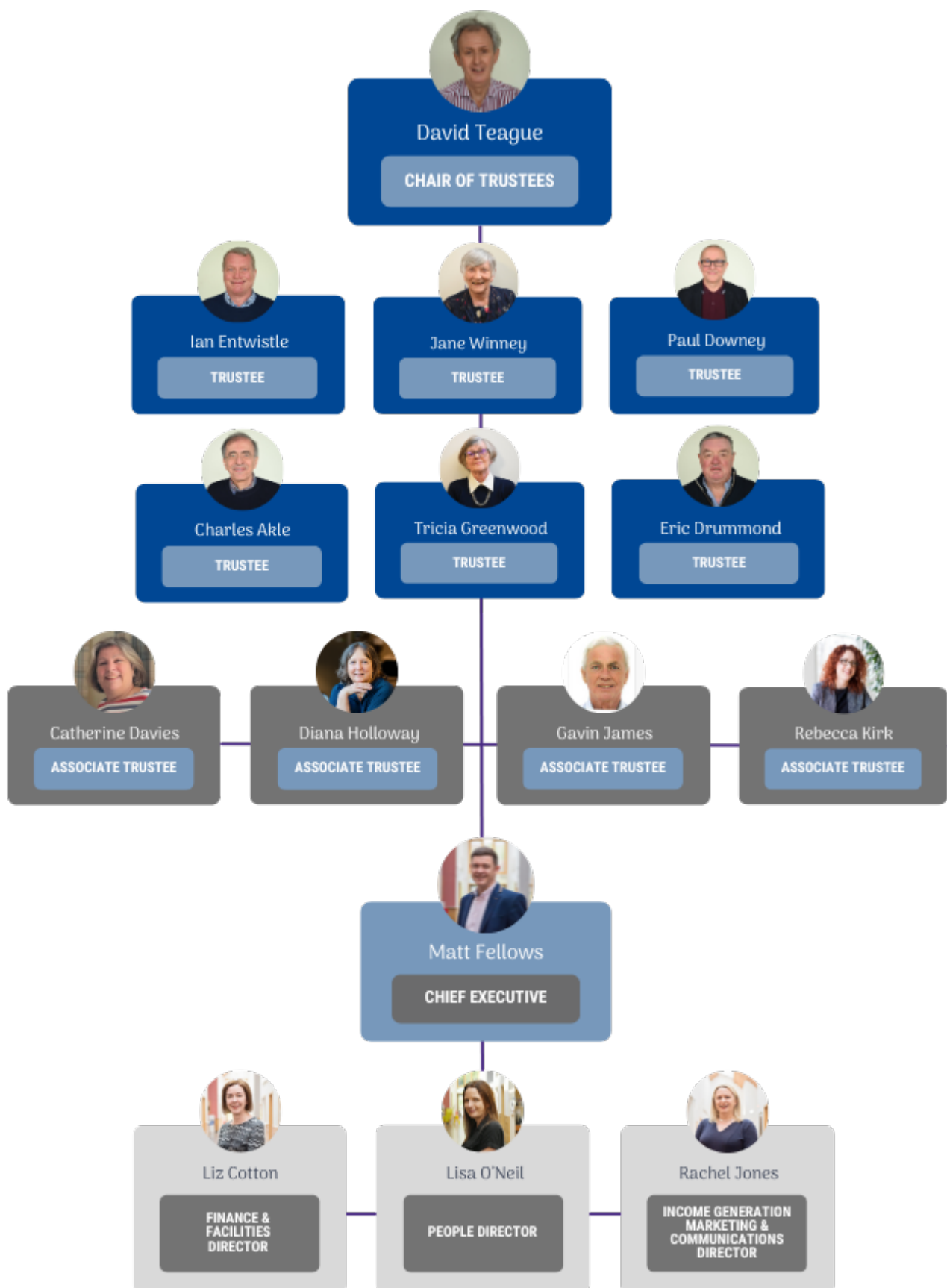
The Hospice celebrates its 40th Birthday with a fundraising appeal called Caring for the future.





# Our Structure

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# Our Service Provision

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## In-Patient Care

Our 16-bed In-Patient Unit provides outstanding care for patients who are finding it difficult to get their symptoms under control, as well as for people who are entering their last days of life. We treat each person in our care with dignity and respect and our multi-disciplinary team work hard to provide the best possible care, 24 hours a day.

## Hospice at Home

Our team visits people in their place of residence, liaise with GPs and other healthcare professionals and offer telephone advice. This service also provides the single point of access for all Hospice services and delivers planned as well as urgent care using registered nurses and health care assistants.

## Support & Therapy

St Michael's Support and Therapy team helps people adjust to the physical and emotional limitations of their illness, offering a range of services for patients with a life-limiting illness as well as their carers. These services can be accessed by referral or through a drop-in service. Services include; Day Therapy, Drop-In, Therapies, Art and Creative Therapies and courses for patients and carers. The Bereavement Team at St Michael's Hospice provides emotional and psychological support for those living with, affected by or bereaved through a life-limiting illness, including; pre and post bereavement counselling, spiritual care, group sessions, peer support and services for children. We are currently providing a special COVID Counselling service for Herefordshire.

## Education

At St Michael's Hospice we strongly believe that education is the key in understanding the needs of both people who have a life-limiting illness and their carers. Once we understand these needs, we are in a better position to learn the skills required to provide the best quality support. We offer a range of courses and provide training and education to local healthcare providers across the region too.



# Trustee Associate Trustee

## Role Specification

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We are looking for a new Associate Trustee with significant financial experience, who shares a passion to serve our community and who can help us ensure that we are able to deliver our services today, tomorrow and always. This is a voluntary role, and you would work with the Board of Trustees, Chief Executive and the Strategic Management Team.

St Michael's provides end of life care free to our patients within Herefordshire and surrounding counties, by way of Inpatient and Outpatient units and a Hospice at Home service. We also provide education to those organisations that provide care. Our ambition is to do more to fill the end of life care gaps in the system. To do this St Michaels has to continually raise funds through a variety of sources.

You would provide strategic oversight and advise on financial matters and provide constructive challenge to our Senior Leadership Team. Associate Trustees do not have voting rights or the responsibility of being a statutory Company director.

### Criteria of the role:

- Chartered accountant with strong financial management experience in a commercial environment
- Understanding of financial administration in the charity sector
- Understanding of the management of charity resources, including internal financial controls, charity reserves and restricted funding

We would expect an Associate Trustee not having experience of the charity sector to gain that knowledge during their first year.

An Associate Trustee should be able to demonstrate appropriate professional skills to provide oversight of the activities of the Hospice and offer challenge and support to the Strategic Management Team. You would need to have excellent communication and interpersonal skills, and an empathy with Hospice philosophy is essential.

Successful applicants will have an induction and will start as an Associate Trustee for a one year period, attending during this time Board of Trustee and Finance and Investment Committee meetings. Each of these take place routinely four times a year and there can be additional special meetings called.

The intention is for an Associate Trustees to become a Trustee after the initial one year period. However, in certain circumstances a person may remain as an Associate Trustee.

Associate Trustees are encouraged to attend fundraising events throughout the year. In return you will be able to share your experience and expertise in driving forward a progressive charity and make a real contribution.

# Trustee & Associate Trustee

## Role Specification

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### How to apply

Please send an up to date CV and covering letter including personal statement to  
Lisa O'Neil, People Director.  
Email: [loneil@smhospicehereford.org](mailto:loneil@smhospicehereford.org)

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

If you have any queries or would like more information in regard to this document, please contact:

Lisa O'Neil - People Director

E: [loneil@smhospicehereford.org](mailto:loneil@smhospicehereford.org)

D: 01432 851000





**St Michael's Hospice is an independent charity that exists to help and support patients and their families living with a terminal illness.**

Our multi-disciplinary team includes doctors, nurses, physiotherapists, occupational therapists, complementary therapists, social workers, chaplains and counsellors.

Specialist Hospice staff work together and often in partnership with the NHS to relieve patients' symptoms, control their pain and help them to live well until the end of life.

We provide Inpatient services, hospice day care and support for patients in a range of settings, including their homes.

We are also there to ensure loved ones have access to the appropriate care and support they need to cope with the complex feelings and lifestyle changes caused by a terminal illness.

## **Supporting your Hospice**

St Michael's Hospice provides all its care free of charge to patients, their families and carers. This care is made possible by supporters taking part in fundraising events, playing our lottery, shopping at our retail outlets, making charitable donations and leaving gifts in their wills.

St Michael's Hospice  
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[st-michaels-hospice.org.uk](http://st-michaels-hospice.org.uk)  
Registered Charity No: 511179

24-Hour Advice Line: 01432 852 080



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