



# Mountbatten

Living, dying, remembering.



Appointment of  
**Chief Executive Officer**  
January 2025 Ref: ZBRTA

Saxton Bampfylde

# Introductory letter from the Chair

I am delighted that you are interested in becoming the Chief Executive for Mountbatten Hospice group. Our vision at Mountbatten is of a world where all dying people and those close to them have access to expert, compassionate and cost-effective care of the highest quality, whatever the illness, whoever they are and wherever they happen to be.

Our two hospices have a combined history stretching back nearly 50 years and Mountbatten is now the largest hospice and end-of-life care provider in Hampshire and the Isle of Wight. At any one time approximately 4,000 people actively receive our care and support, mostly within their own homes. We are proud of our reputation for providing innovative services and for working in partnership with commissioners and other providers to maximise our impact for our local communities.

Like many organisations in our sector, this is a time of both challenges and opportunities for Mountbatten. We are seeking a new CEO who has the energy and passion to lead and shape our future plans, ensuring they are sustainable, while building on our reputation for being bold and innovative in how we support those who need us.

Our new CEO will provide highly visible and strategic leadership, both within the organisation and through working with external partners and stakeholders. In Hampshire there are exciting opportunities to further expand our engagement and reach with both supporters and those who need our help. On the Isle of Wight, your focus will be on sustaining our reputation and continuing to innovate and build on our success.

You will be a bold, decisive, and innovative leader with a strong understanding of the health and social care landscape, clinical services and a passion for palliative care and end of life services. You will also bring sound financial acumen and a strong understanding of how to develop and sustain a diverse range of income streams, including commissioned services, commercial activity and fundraising.

You will also bring senior leadership experience within a complex organisation, exceptional communication skills and a track record of delivering impactful strategies.

Mountbatten is a special place to work and volunteer. We pride ourselves on being experts in our field and our shared values actively shape everything that we do, with a focus on compassion and kindness. Our new CEO will need to demonstrate empathy and passion for our mission and values and to be able to motivate and empower our staff and volunteers.

If you feel excited about the opportunity to join our team and to help shape and lead us on our journey then we look forward to hearing from you.

**Sir Ian Cheshire**  
**Chair of Trustees**  
**Mountbatten Hospice Group**



# Who we are and what we do

**The Mountbatten hospice group provides palliative and end-of-life care to the communities of the Isle of Wight, Southampton and large parts of Hampshire.**

We also offer specialist bereavement and support services, including psychological, creative and complementary therapies, alongside a wide range of innovative community services, including our 24/7 care coordination centre which works closely with a range of partners and oversees our community-based nursing and domiciliary care.

With over 400 employees and nearly 700 volunteers, Mountbatten exists to ensure no person who is facing death, dying and bereavement is ever ignored or left alone.

The Group comprises of two separate charities with a combined history stretching back nearly 50 years: Mountbatten Isle of Wight (formerly Earl Mountbatten Hospice) and Mountbatten Hampshire (formerly Countess Mountbatten Hospice).

In 2019, the two charities came together as Group when Mountbatten Isle of Wight assumed responsibility for Mountbatten Hampshire from the local acute NHS Trust.

Mountbatten IW has an 'outstanding' rating from the Care Quality Commission, with the CQC commenting that Mountbatten "work innovatively with their local hospital...and the various departments work well together so that people have a seamless experience of moving from one department to another as the need arose." Mountbatten Hampshire has improved from being judged as requiring improvement in a mock inspection in 2019 to 'Good' when inspected by CQC in 2021.

At any one time we have approximately 4,000 people actively receiving care and support, mostly within their own homes. This represents a 200% increase in those benefitting from our support, over the past four years.

All our work across our community is supported by a 16-bed inpatient unit in Newport on the Island, and a 21-bed inpatient unit in West End, Southampton. Our hospices are also a focal point for our local communities, with the public encouraged to use our facilities, with a wide range of activities and services on offer to meet individual needs.



Mountbatten also provides day care, activities, therapies, support and care, to the Island through the John Cheverton Centre and at the Hazel Centre in Hampshire.

The communities local to each of the hospices help to raise two-thirds of the £23m we need to run our services, including our famous 'Walk the Wight' and our Christmas 'Light up a Life' events.

Mountbatten's team is expert, whether it is our nurses, medical consultants and doctors, healthcare assistants, allied health professionals, clinical psychologists or counsellors, who work together to offer complex pain and symptom management, and psychological support.

We offer a range of specialist services, including our bereavement team, supporting people's complex or healthy responses to the death of someone close to them, alongside our stalwart Mountbatten nurses and carers, who are visiting a growing number of people 24 hours a day, seven days a week, at home. We also could not achieve everything we do without our support teams, including housekeeping and catering, administrators, fundraisers and other back-office teams who, together with our army of volunteers, ensure we provide the best possible care for our patients and their families.

We have a successful retail trading arm, with twenty shops and two warehouse facilities across the Isle of Wight and Hampshire; and we have ambitious plans to further grow our commercial and fundraising activities, to enable us to sustain and further develop our services, in order to achieve our vision.

Our absolute confidence and authority around death, dying and bereavement, across our entire workforce, underpins our objective to reach everyone who needs us, from those requiring complex clinical interventions, to those who are simply curious about death, dying and bereavement.

**We are committed to aspiring to be the best that we can be, always and without fail.**



## Our Mission is very clear:

“To promote and to provide good care and support for those people living with, affected by, or curious about death, dying and bereavement, across the Isle of Wight and Hampshire.”

## Our Vision:

Our vision is of a world where all dying people and those close to them have access to expert, compassionate and cost-effective care of the highest quality, whatever the illness, whoever they are and wherever they happen to be.

## Our Values

We achieve our mission and vision through our values, which are:

### **We care about what we do.**

We appreciate people are different, and we are kind and compassionate to our patients and families, to our local community and to each other.

### **We are experts in our field.**

We are professional at all times, aspiring to be the best that we can be in everything that we do.

### **We are innovative and bold.**

We respond quickly and creatively to the changing needs of our society within the scope of our human and financial resources.

### **We respect our community.**

We exist for our local population, now and into the future, and we believe we can achieve more together by working in partnership with others.



## Our five-year strategy

Mountbatten is approaching the end of its five-year strategy, which has focused on three core aims.

Click [here](#) to read the strategy.

To find out about our **impact** and progress in meeting our aims please see our latest **annual reports** for [Hampshire](#) and the [Isle of Wight](#).

We will change public perceptions around death, dying and bereavement and also about the work that Mountbatten does.

We will meet the needs of everyone who requires our care and support, ensuring that no-one is ignored.

We will make sure that everything Mountbatten offers is sustainable, for the benefit of future generations.





# Living and working on the Isle of Wight and in Hampshire

## Isle of Wight

Situated just a short ferry journey from the mainland, the Isle of Wight is known for its breathtaking coastline, tranquil countryside and vibrant calendar of cultural and outdoor events. 'The Island' boasts a close-knit community and a relaxed pace of life, making it an ideal place to achieve a healthy work-life balance. With good schools, safe neighbourhoods and a wealth of activities, ranging from sailing to hiking, the Isle of Wight provides an excellent environment for families and individuals alike. To find out more about living and working on the Isle of Wight, please visit [Connected Wight](#).

## Hampshire

Hampshire, located on the mainland, offers a diverse mix of bustling market towns and historic cities, such as Winchester, and beautiful natural landscapes including the New Forest National Park and the South Downs. As one of England's most desirable counties, Hampshire offers excellent schools, diverse housing options and a wealth of leisure opportunities. Mountbatten Hampshire is based on the outskirts of the marine city of Southampton, which benefits from a vibrant and diverse culture with excellent local amenities and which is well-connected, with easy access to London, the south-east, Portsmouth and along the south coast, via road and rail.

## Island Connections

The Isle of Wight is linked to Hampshire through regular ferry services from Southampton, Portsmouth, and Lymington, making commuting between the two locations straightforward. This connectivity allows easy access to mainland amenities, while retaining the unique benefits of island living.

Mountbatten also has well-established and effective arrangements in place, to allow key staff to commute between the two hospice sites across the working week.

## Community and Culture

Both the Isle of Wight and Hampshire are renowned for their vibrant local communities, rich history and cultural diversity. From festivals, such as the Isle of Wight Festival and Cowes Week, to Hampshire's renowned farmers' markets and heritage sites, there is always something to discover.

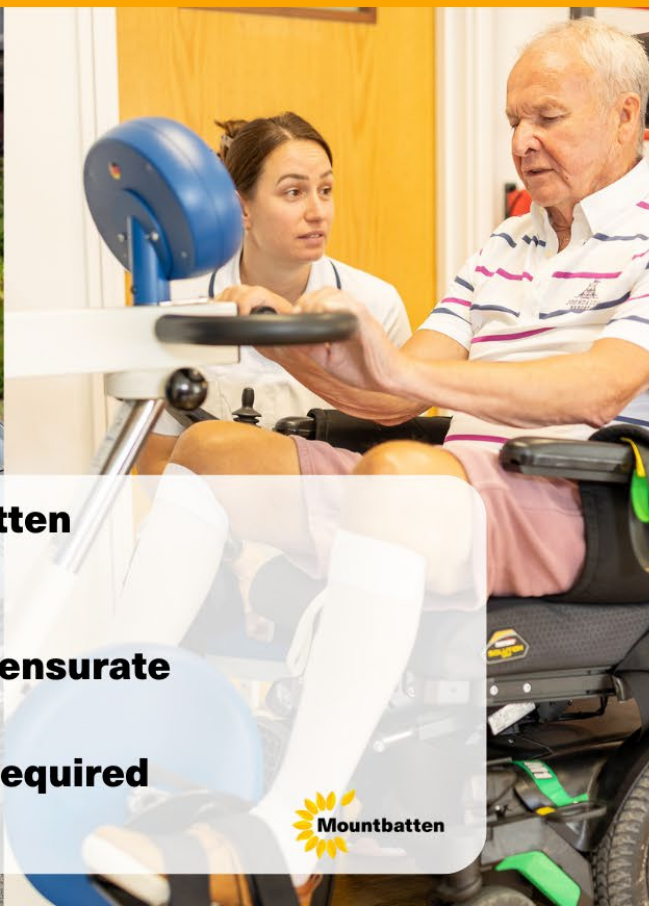
## A Supportive Transition

Mountbatten is committed to supporting the successful candidate in their relocation, ensuring they can seamlessly settle into the role and community. Whether you choose to reside on the Isle of Wight or Hampshire, or split your time between the two, you will find welcoming communities, stunning landscapes and a fulfilling lifestyle.





## Job Description: Chief Executive Officer



### **Chief Executive Officer (CEO), Mountbatten**

Accountable to: Board of Trustees

Reports to: Chair of Trustees

**Salary and banding: Senior salary commensurate with experience**

**Hours: Full time and worked flexibly as required by the needs of the business**





# Job Description

The CEO will provide highly effective and visible leadership for The Mountbatten Group (Mountbatten Isle of Wight and Mountbatten Hampshire). The postholder will lead on implementing Mountbatten's vision of a community where all dying people and those close to them have access to expert, compassionate and cost-effective care of the highest quality, whatever the illness, whoever they are and wherever they happen to be. Mountbatten exists to ensure no person who is facing death, dying and bereavement is ever ignored or left alone.

In 2024, Mountbatten was the largest hospice and end-of-life care provider in Hampshire and the Isle of Wight, providing hospice, end-of-life care and bereavement support to a population of over 700,000. At any one time approximately 4,000 people actively receive care and support, mostly within their own homes. This is alongside a commercial and fundraising arm which provides a significant and growing proportion of The Group's income.

Working with the Board of Trustees, the CEO will take the overall lead for the development of Mountbatten and its strategy, vision, mission and values, promoting improvement, innovation and high standards. The CEO will ensure Mountbatten continues to develop, and deliver a high quality, safe, effective, responsive, caring and well-led range of services, to support its vision.

Reporting to the Chair of Trustees, the CEO will report on all areas of responsibility and act as a positive role model who actively demonstrates and leads on implementing Mountbatten's values, with a focus on collaboration, kindness, respect, innovation, expertise and excellence.

## **Over the coming five years the role of the CEO will focus on:**

Further developing Mountbatten's strategy, with a continued focus on being a bold and innovative provider within the sector.

Ensuring a sustainable and stable financial model, with a diverse and growing range of income streams, while maintaining quality and value for money.

Providing visible and supportive leadership for staff and volunteers and continuing Mountbatten's focus on providing a kind, inclusive and compassionate working environment.

Continuing to develop and sustain each hospice, recognising their unique circumstances and, in particular, focusing on the further development of community partnerships, funding streams and services in Hampshire.

Continuing to invest in Mountbatten's hospices as an important community space, overseeing ongoing plans for the refurbishment and enhancement of facilities, with a strong emphasis on community engagement and building successful partnerships.

Placing each individual who accesses and supports Mountbatten's services at the heart of the organisation, providing professional and expert leadership to make a real difference.



# Chief Executive Officer: Responsibilities

## Key responsibilities

- Lead The Mountbatten Group of hospices, overseeing Mountbatten Isle of Wight, Mountbatten Hampshire and associated retail subsidiaries, ensuring alignment with the organisation's strategic vision and governance frameworks.
- Work collaboratively with the Board of Trustees, Senior Management Team (SMT), staff and volunteers, to develop and execute operational goals that support the mission and values of Mountbatten.
- Foster a culture of innovation, agility and excellence, ensuring staff and volunteers are motivated, valued and empowered to deliver exceptional care.
- Oversee financial management, including an annual budget of over £20m, developing sustainable income streams to maintain financial stability. This includes a diverse range of fundraising and commercial activities, alongside securing commissioned health care and other grant-based funding for services.
- Represent Mountbatten externally, cultivating strategic relationships with NHS partners, donors and stakeholders, to uphold its reputation and influence within the community.
- Willingness to engage actively with the communities across the Isle of Wight and south Hampshire, building strong local connections and promoting Mountbatten's presence and impact.

## Leading the organisation

- Lead the Senior Management Team (SMT) to inspire and direct staff and volunteers, ensuring delivery of quality services in line with Mountbatten's strategic goals and values.
- Foster a collaborative and supportive environment within the SMT, ensuring effective leadership that empowers all staff and volunteers.
- Delegate key responsibilities across the SMT and senior staff to align operational activities with Mountbatten's broader strategic objectives.
- Drive the recruitment, development, and engagement of employees and volunteers, ensuring a high-performance culture that supports operational and strategic goals.
- Work closely with the Board and its Committees to maintain clear communication, ensuring shared vision and alignment across all levels of the organisation.

## Organisational strategy

- Collaborate with the Board of Trustees to set a clear strategic direction for Mountbatten, informed by the operating environment and supported by robust planning.
- Recommend strategies, policies, and plans to the Board that ensure the effective and efficient operation of the hospice while meeting stakeholder requirements.
- Lead the Senior Management Team (SMT) to translate the agreed strategy into actionable objectives, defining key performance indicators and ensuring their successful implementation.
- Strengthen Mountbatten's leadership in hospice and end-of-life care, both locally and nationally, fostering close collaboration with the local NHS Integrated Care Board.
- Identify opportunities to innovate and expand services, ensuring Mountbatten is future-proofed through national and local service redesigns.
- Oversee the development of strategic and capital bids, to secure funding opportunities, ensuring the hospice has the necessary resources to meet its goals.

## Service delivery responsibilities

- Work with the Care Quality Commission Registered Manager to maintain an Outstanding CQC rating, ensuring high standards of clinical care and swift action to address any performance issues.
- Gather and integrate feedback from regulatory bodies, commissioners, supporters, patients, families, staff, volunteers, and other palliative care providers to continually enhance service delivery.
- Analyse current and future service needs, implementing changes and efficiencies that align with Mountbatten's strategic goals, while collaborating with the Retail Team to optimize the charity shops network.

# Responsibilities cont.

## Governance responsibilities

- Work effectively and cooperatively with the Chair and Board of Trustees to ensure effective communication and informed decision-making in support of Mountbatten's work.
- Ensure compliance with all legal, governance, and regulatory requirements, including timely submission of reporting returns as per legislation, regulation, and service contracts.
- Lead the management of complaints alongside the Senior Management Team (SMT), fostering a culture of learning across staff and volunteers.
- Support the Board in meeting the objectives outlined in Mountbatten's Articles of Association, ensuring they are provided with the necessary information for strategic decision-making.
- Oversee the production and planning of key reports, including the Quality Account and Statutory Annual Report, and ensure all policies and procedures are developed, monitored, and adhered to.

## Building and developing effective relationships

- Communicate and negotiate effectively with NHS Trusts, Integrated Care Systems, statutory bodies, hospices, charities, and other relevant organisations at local and national levels.
- Collaborate with other hospice CEOs to explore opportunities for shared resources and mutual support.
- Support the fundraising team in developing and maintaining strong relationships with key donors.
- Ensure an effective communications and public relations strategy, raising Mountbatten's profile within local communities and among stakeholders.
- Act as an ambassador for Mountbatten, representing the organisation at local, regional, and national forums, alongside the Chair, Trustees, and Executive Team.

## Education and training responsibilities

- Maintain a prominent profile as an educator within local, national, and international educational bodies, publishing relevant articles and contributing to books and chapters.
- Actively engage in delivering training both internally at Mountbatten and externally, promoting the organisation's Mission, Vision, and Values.
- Promote a research-based approach to care, ensuring services are evidence-based, regularly reviewed through audits, and aligned with best practices.
- Seek opportunities for Mountbatten to participate in research projects with key partners, supporting the publication and application of research outcomes.
- Work with the Senior Management Team, staff, and volunteers to foster a culture of shared responsibility and learning, embedding lessons learned to reduce the risk of recurring incidents.

## All employees are required to:

- Adhere to all Health and Safety, clinical policies, and legislation, ensuring compliance with safeguarding policies and procedures.
- Maintain confidentiality in all matters, including compliance with data protection and information governance requirements.
- Follow Mountbatten's policies and procedures, providing an updated DBS Certificate every three years in line with the Disclosure and Barring Policy.
- Promote Mountbatten's philosophy and core values, demonstrating a commitment to equality, diversity, and inclusion.
- Engage in personal development, taking advantage of training opportunities, including mandatory education, to enhance skills and competence.
- Encourage positive internal and external relationships, supporting the organisation's fundraising efforts and raising Mountbatten's profile.





# Person specification

## Knowledge and Experience

- Proven leadership experience at senior level in complex, multi-faceted environments, with a track record of delivering key targets, service improvements, and managing change.
- Experience working with and supporting volunteers, fostering an inclusive environment that aligns with organisational goals.
- Demonstrated ability to convert a strategic vision into an operational plan, with clear impact measures, driving the growth and sustainability of an organisation in or with strong read across into the healthcare/charity sector.
- Extensive experience in managing multi-departmental resources and budgets, ensuring long-term financial sustainability and efficient stewardship of resources.
- Strong track record of inspiring and motivating internal and external stakeholders, and leading high-performing teams to support organisational growth.
- In-depth knowledge of the UK health and social care sectors, enabling the optimal use of resources to sustain Mountbatten's operations.
- Proven experience in strategic development and successfully guiding organisations through change, including the development of senior management teams.
- Leadership experience managing multi-disciplinary teams within a charity context, promoting collaboration and excellence.
- History of establishing a strong performance culture, empowering teams to meet corporate objectives and deliver responsive, patient-focused services.
- Experience in leading and implementing organisational and cultural change, engaging employees and aligning them with the organisation's mission.
- Demonstrable clinical background and leadership experience gained within a healthcare organisation, and the ability to demonstrate in depth knowledge and experience of the Hospice sector is desired.
- Educated to degree level in a disciplinary relevant to the management of a charity or healthcare, and post-graduate management qualification within relevant discipline or equivalent relevant recognised experience.

## Abilities, Skills and attributes

- Ability to understand strategic opportunities in the healthcare environment and shape Mountbatten's direction.
- Ability to engage and empower employees, volunteers, and stakeholders, fostering collaboration and partnerships.
- Ability to analyse complex issues and apply innovative solutions.
- Resourceful, resilient, with strong problem-solving and decision-making skills.
- Politically astute with a solid understanding of palliative and end-of-life care policy.
- High personal integrity, with good judgement and accountability in decision-making.
- Strong strategist, able to define and articulate Mountbatten's direction.
- Excellent communication and influencing skills, with the ability to present persuasively to diverse audiences.
- Emotional intelligence, intellectual flexibility, and a willingness to listen to internal and external stakeholders.
- Ability and commitment to contributing and supporting organisation fundraising and other external activities.



# How to apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to The Mountbatten Group on this appointment.**

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **ZBRTA**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Thursday 6<sup>th</sup> February.**

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

**GDPR personal data notice**  
According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership,

genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

**Due diligence**  
Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

