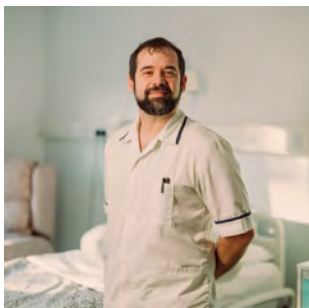
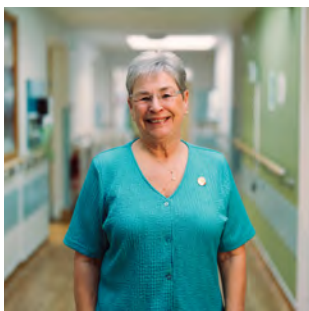




Clinical Operations Matron

Application prospectus

Registered Charity No. 1113140



**Cornwall
Hospice**

Welcome to Cornwall Hospice

Thank you for your interest in joining us in our exciting new role as Clinical Operations Matron.

We are a 24/7 Cornish healthcare charity dedicated to providing compassionate end-of-life care for people living with terminal illnesses.

Our team of skilled clinicians and volunteers support patients and their loved ones — including families, carers, and friends — at Mount Edgcumbe Hospice in St Austell, St Julia's Hospice in Hayle, through our Community Services, and where appropriate, in people's own homes and local care homes.

Our ethos centres on ensuring that every person experiences a good death — one that honours their wishes and values, and makes each of their final days meaningful for them and those close to them.

This exciting role offers an excellent opportunity to make a real difference by being part of the team that deliver outstanding care.

It is an excellent time to be joining Cornwall Hospice as we celebrate our 45th anniversary of providing care to the people of Cornwall. As we move forward, this role will help our clinical teams continue to excel.

I hope this prospectus encourages you to apply and we look forward to hearing from you soon.

With very best wishes,

Paul Brinsley

Chief Executive



About us

Our Purpose

To provide compassionate, specialised end of life care for patients, their families and carers. Together with our local community in Cornwall we will continue to make every day matter.

One Team

Our staff and volunteers are at the heart of everything we do, they make our charity tick. We have **290** full and part time staff and **1,486** volunteers and everyone brings skills to meet the wide variety of roles we have. We are all ambassadors in the community too, spreading the word about the end of life care we provide, that's **100% free** to our patients and funded by the Cornish community.

Our Board of Trustees are committed to investing in our team through continual professional development, via face to face and online training.

We are also actively involved in supporting external healthcare workers and those who'll be the workforce of the future. We host medical students, doctors training to be GPs, nursing and other allied healthcare students, care home staff and paramedic trainees.

Funding

It costs **£7.8m** a year to provide all the care we offer. This care is provided free of charge but funded by the community of Cornwall. Just **9%** of our costs are met by the NHS commissioners with the rest being raised through voluntary income, via our network of 30 shops, fundraising events, lottery, philanthropic giving and other commercial interests.



We provide hospice care because... ...we have one opportunity to get end of life care right for the people of Cornwall.



A message from our Director of Clinical Services

Thank you for your interest in our new Clinical Operations Matron role. This is an exciting opportunity to join Cornwall Hospice at a pivotal time and help shape the future of our clinical services across both St Julia's Hospice and Mount Edgcumbe Hospice.

As a newly created position, the Clinical Operations Matron will provide visible leadership, operational excellence and professional support to our outstanding clinical teams. Working closely with clinical leaders and the wider executive team, you will play a key role in delivering safe, high-quality, compassionate care while driving innovation, service improvement and workforce development.

We are looking for a leader who shares our values, is passionate about delivering exceptional palliative and end-of-life care, and can inspire, support and develop others to achieve their very best.

If you are an experienced and ambitious senior nurse leader looking for a role where you can make a genuine difference to patients, families and colleagues, we would be delighted to hear from you.

Sarah Machin, Director of Clinical Services

Role brief

Job title

Clinical Operations Matron

Location

Cornwall Hospice, working across both our sites; St Julia's Hospice in Hayle and Mount Edgcumbe Hospice in St Austell.

Salary

£57,500 - £64,750; depending upon experience

Responsible to

Director of Clinical Services

Hours of Work

37.5 hours per week, worked flexibly to meet service needs.

Job Role

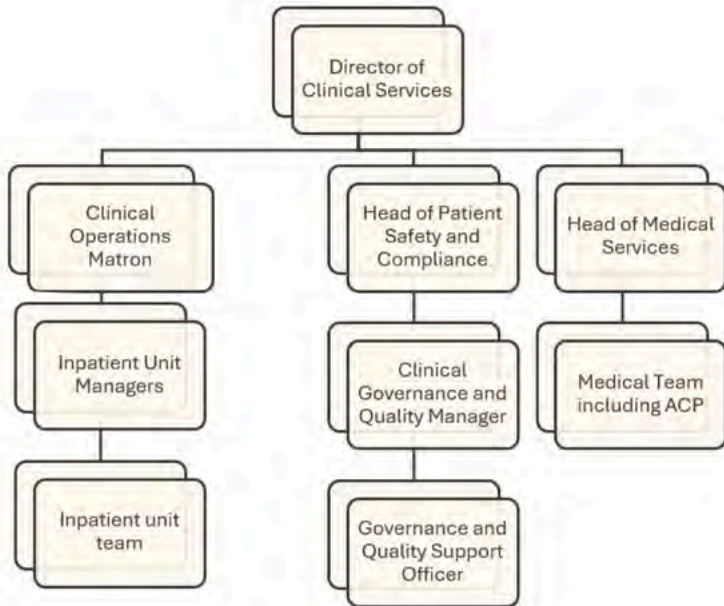
The Clinical Operations Matron is a senior operational nursing leader responsible for the delivery, performance, quality and effectiveness of hospice clinical services.

Working closely with the Director of Clinical Services and wider senior leadership team, you will provide visible leadership across inpatient, therapy and lymphoedema services, ensuring the delivery of high-quality, patient-centred palliative and end-of-life care.

You will have significant responsibility for clinical operations, workforce planning, patient flow, capacity management, financial performance, service improvement and clinical governance. The Clinical Operations Matron will work collaboratively with multidisciplinary teams and external partners to ensure safe, responsive and effective services while driving continuous improvement and supporting delivery of the hospice's strategic objectives.



Organisational Structure



What you'll be doing

Clinical Operational Leadership

- Provide senior operational leadership for hospice clinical services.
- Participate in daily operational and system coordination meetings.
- Lead patient flow and capacity discussions across hospice services.
- Ensure safe and effective delivery of inpatient, therapy and lymphoedema services.
- Maintain oversight of staffing levels, resource allocation and service capacity.
- Support clinical leaders with operational decision-making and service challenges.
- Coordinate operational responses to service pressures and escalation events.
- Maintain a visible presence within clinical services and act as a role model for hospice values and standards.

Workforce Leadership

- Lead, support and develop clinical leaders across the organisation.
- Provide line management to designated clinical leaders.
- Promote a culture of accountability, compassion, inclusion and continuous learning.
- Ensure effective workforce planning, establishment management and deployment of resources.
- Monitor staffing levels, skill mix and workforce utilisation.
- Lead recruitment, retention and succession planning initiatives.
- Manage performance, attendance and wellbeing in accordance with hospice policies.
- Foster staff engagement and a positive workplace culture.

What you'll be doing

Performance, Capacity and Access

- Lead operational management of inpatient capacity and patient flow across both hospice sites.
- Maintain a minimum bed occupancy target of 80% at each site.
- Monitor and analyse occupancy, admission and discharge trends.
- Ensure admission waiting times remain below 48 hours wherever clinically appropriate.
- Work collaboratively with clinical teams, referrers and external partners to facilitate timely admissions, transfers and discharges.
- Identify and address barriers to access and patient flow.
- Monitor performance against agreed operational and service access indicators.
- Produce performance reports and action plans to support service improvement.

Financial and Resource Management

- Hold delegated responsibility for agreed clinical operational budgets.
- Ensure effective stewardship of financial and physical resources.
- Monitor expenditure and financial performance against agreed plans.
- Support budget setting, business planning and service development.
- Optimise workforce resources and skill mix to meet patient need.
- Ensure procurement processes are followed and deliver value for money.
- Oversee appropriate management of clinical equipment, consumables and supplies.

What you'll be doing

Medicines, Equipment and Supply Chain Oversight

- Work closely with Royal Cornwall Hospitals NHS Trust Pharmacy Services.
- Maintain relationships with NHS Supply Chain and approved suppliers.
- Support medicines governance and compliance with relevant legislation and policies.
- Ensure effective stock management systems are maintained.
- Oversee equipment replacement programmes and oxygen supply arrangements.
- Provide assurance regarding the safe procurement and use of clinical resources.

Quality, Safety and Governance

- Contribute to leadership and delivery of the hospice clinical governance framework.
- Promote a culture of safety, learning and continuous improvement.
- Lead or support investigations relating to incidents, complaints and serious events.
- Ensure learning is embedded into practice.
- Monitor quality indicators and implement improvement actions where required.
- Work closely with governance and quality colleagues to support organisational compliance.
- Participate in audits, inspections and accreditation processes.
- Ensure risks are identified, assessed and managed appropriately.
- Support research and quality improvement activity across hospice services.

What you'll be doing

Service Improvement and Digital Transformation

- Lead and support service redesign and transformation initiatives.
- Embed evidence-based practice and innovation into service delivery.
- Champion quality improvement methodologies across clinical services.
- Support delivery of organisational strategies and operational plans.
- Lead and support implementation of digital healthcare systems, including eCare.
- Promote staff engagement, training and adoption of digital solutions.
- Support data quality, reporting and system optimisation.
- Identify opportunities to improve patient experience, outcomes and operational efficiency.

Multidisciplinary and Partnership Working

- Develop productive relationships across clinical, medical and corporate teams.
- Act as a key operational link between:
 - Medical staff
 - Nursing teams
 - Therapy services
 - Lymphoedema services
 - Governance and quality teams
 - Community and acute care partners
- Promote multidisciplinary working, collaborative decision-making and shared accountability.
- Represent clinical operations at internal and external meetings as required.

What you'll be doing

Professional Leadership

- Act as an ambassador for hospice values and standards.
- Maintain registration and practice in accordance with the NMC Code.
- Provide expert professional nursing advice and leadership.
- Support development of future clinical leaders.
- Maintain professional competence through continuing professional development.
- Ensure best practice standards are embedded across services.

Clinical Operational On-Call Responsibilities

- The post holder will participate in a senior Clinical Operational On-Call rota, providing leadership and operational support outside normal working hours.
- Responsibilities include:
 - Workforce escalation and staffing issues.
 - Clinical operational concerns.
 - Environmental and estate issues affecting patient care.
 - Controlled drug incidents.
 - Equipment failures and service disruption.
 - Escalation of operational risks.
 - Business continuity management.
 - Major incident and emergency response.
- This post does not provide direct medical advice, prescribing support or patient-specific clinical decision making, which remain the responsibility of the Medical On-Call service.

What you'll bring

Our ideal Clinical Operations Matron will have the following knowledge, skills, experience and qualities. We all have different experiences, so we don't expect all candidates to meet every requirement. If you have a few gaps and a plan on how you would address these, we would love to hear from you.

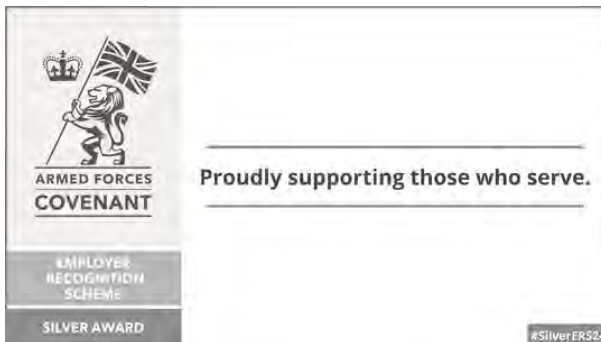
Qualifications and training

Essential:

- Registered Nurse with current NMC registration.
- Degree-level qualification in Nursing, Healthcare Management or related field.
- Evidence of continuing professional development.
- Leadership and management qualification or equivalent experience.
- Full UK driving licence and business insurance.

Desirable:

- Master's degree or working towards master's level study.
- Quality Improvement qualification.
- Coaching or leadership development qualification.



What you'll bring

Experience

Essential:

- Significant senior healthcare leadership experience.
- Operational management of clinical services.
- Leadership of multidisciplinary teams.
- Line management of senior clinical staff.
- Workforce planning and establishment management.
- Recruitment and retention initiatives.
- Budget and resource management.
- Service improvement and change management.
- Clinical governance and incident investigation processes.

Desirable:

- Hospice or specialist palliative care experience.
- Experience of working across multiple sites.
- Leadership of quality improvement programmes.



What you'll bring

Knowledge and Skills

Essential:

- Strong clinical and operational leadership skills.
- Excellent people management and coaching abilities.
- Knowledge of clinical governance and patient safety frameworks.
- Understanding of workforce planning and performance management.
- Financial and resource management skills.
- Ability to analyse complex information and make sound decisions.
- Excellent communication, influencing and negotiation skills.
- Ability to lead organisational change effectively.
- Strong organisational and prioritisation abilities.

Personal Attributes

- Compassionate and values driven.
- Visible and approachable.
- Resilient and adaptable.
- Collaborative and inclusive.
- Proactive and highly motivated.
- Committed to excellence and continuous improvement.
- Patient-focused in decision making.



Key Performance Indicators

The post holder will contribute to achievement of:

- Minimum 80% inpatient bed occupancy across both hospice sites.
- Admission waiting times below 48 hours where clinically appropriate.
- Improved access to hospice services.
- Preferred Place of Care achievement.
- Preferred Place of Death achievement.
- Recruitment and retention targets.
- Safe staffing and workforce metrics.
- Staff engagement and wellbeing measures.
- Patient and family experience outcomes.
- Clinical quality and safety indicators.
- Timely incident investigation and implementation of learning.
- Budgetary and financial performance targets.
- Delivery of service improvement and transformation objectives.
- Compliance with governance, regulatory and professional standards.

Organisational Values

The Clinical Operations Matron will uphold and model the hospice's values through compassionate leadership, integrity, collaboration, excellence and a commitment to delivering outstanding palliative and end-of-life care.



What we can offer you

You can find a very rewarding career with Cornwall Hospice. As well as being part of a team making a real difference to our Cornish community, we offer a generous employment package.

Salary

Band 8a equivalent, £57,500 - £64,750 in accordance with previous experience.

Terms

The successful candidate will join on a permanent contract, subject to a three month probation period.

Pension

Ability to stay in the NHS pension scheme or join a stakeholder pension scheme.

Hours of Work

37.5 hours a week, worked flexibly to meet service needs.

Flexible Annual Leave

- Generous annual leave, increasing with service.
- Ability to buy or sell one week of leave each year.

Relocation

If appropriate, support with relocation to Cornwall may be available.

Medical and Wellbeing

- Non-contributory medical cash plan providing payments towards everyday healthcare treatments.
- Employee Assistance Programme offering virtual and face to face counselling.
- 24/7 access to remote GP services.
- Free complementary therapies.

Life Assurance

Death in service life assurance of three times annual salary, if not in NHS pension scheme.

Training and Development

We offer a wide range of high quality training, learning and development opportunities to challenge and stimulate your professional development.

Compassionate Leadership

We provide a supportive working environment by focusing on relationships through careful listening to, understanding, empathising with and supporting our people.

Our ambitions

Cornwall Hospice has conducted a major consultation exercise involving our staff, our volunteers, our Trustees and external stakeholders to help us shape the future direction of our charity. As a result, our five year strategy includes our ambitions for Cornwall Hospice.

Working together

in partnership to grow our charity for the future, ensuring close relationships across all our departments and working collaboratively with our external partners.

Sustainability

work towards lowering our environmental impact by implementing, where possible, sustainable systems and processes in all aspects of the charity's operations.

Learning and education

develop our learning and education to ensure all our staff and volunteers and where relevant, those from our external partners have the knowledge, skills and competencies to fulfil their roles.

Innovation

be innovative in our own individual areas, teams and across the charity to deliver continuous improvement in all we do.

Funding

raise sufficient funds to protect and grow our hospice services through a range of income generation activities.

Our values

At Cornwall Hospice, it's not just what we do that matters but also how we do it.

Compassion

Being gentle, kind, caring and helpful. Fostering a sense of inclusion and respecting all.

Integrity

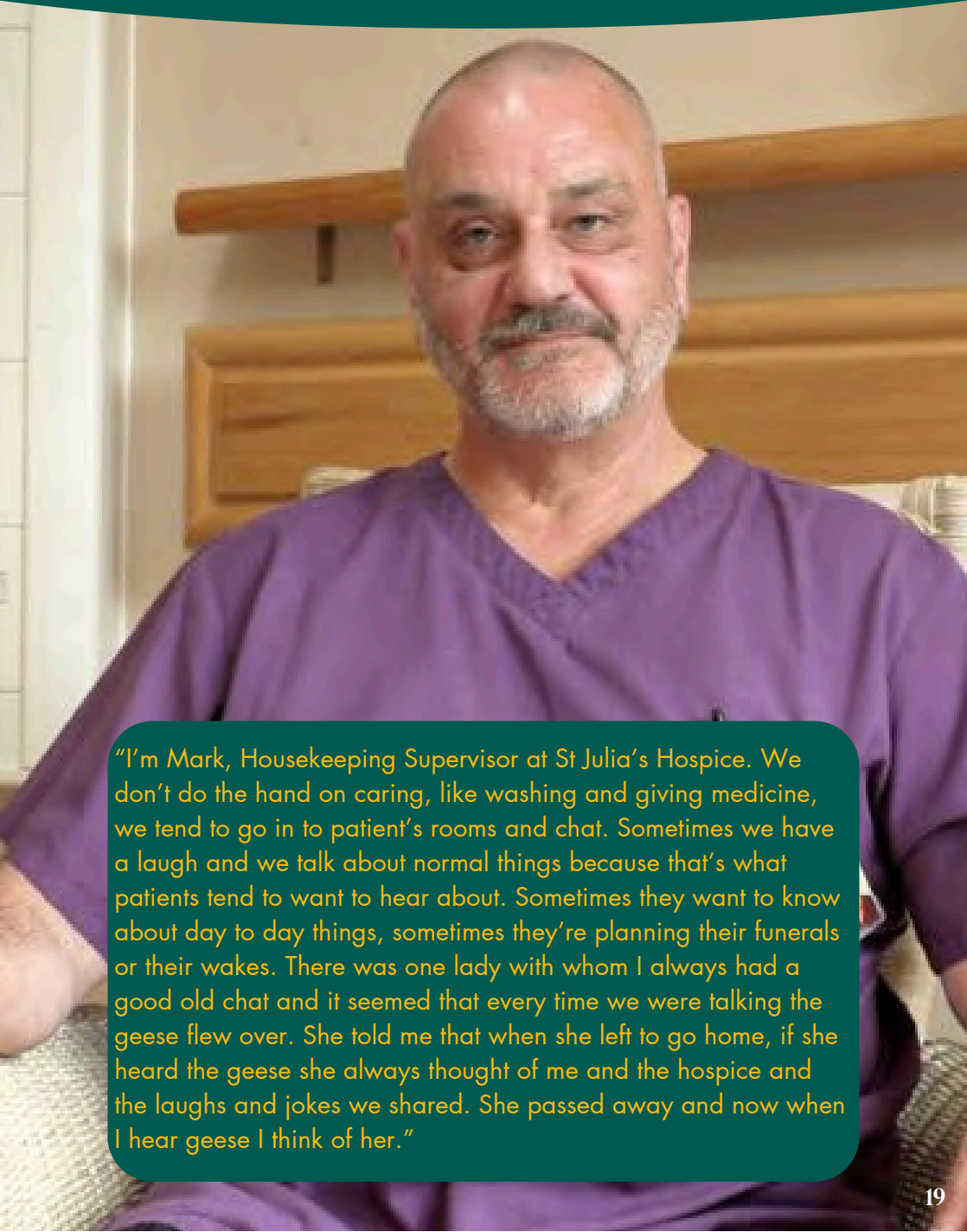
Being honest and having strong moral principles. Behaving with integrity both professionally and ethically at all times and in all work places.

Togetherness

Valuing everyone who works or volunteers for our charity or uses our services, giving us all the information, tools, independence and freedom to achieve.



Making every day matter



"I'm Mark, Housekeeping Supervisor at St Julia's Hospice. We don't do the hand on caring, like washing and giving medicine, we tend to go in to patient's rooms and chat. Sometimes we have a laugh and we talk about normal things because that's what patients tend to want to hear about. Sometimes they want to know about day to day things, sometimes they're planning their funerals or their wakes. There was one lady with whom I always had a good old chat and it seemed that every time we were talking the geese flew over. She told me that when she left to go home, if she heard the geese she always thought of me and the hospice and the laughs and jokes we shared. She passed away and now when I hear geese I think of her."

Application Process

Now that you've learnt more about us, if you think you understand our values and can commit to helping us achieve them, then we want to hear from you.

If you are interested in exploring this exciting opportunity further, please send a CV and covering letter explaining why you think you would be the best fit to our organisation to our People and Culture Team.

recruit@cornwallhospice.org

Alternatively, if you would like to have an informal discussion about this role, please contact Sarah Machin; Director of Clinical Services and she will arrange to call you at a suitable time.

smachin@cornwallhospice.org

Closing date for applications	10 August 2026
Interview date	2 September 2026



Interview venue

The interviews for this position will take place in St Austell.

Mount Edgcumbe Hospice
Cornwall Hospice
Porthpean Road
St Austell
PL26 6AB
Cornwall



salt.condensed.talents



I support Cornwall Hospice because...

Thank you

- for the nursing care
- for keeping Mam peaceful
- to the cleaners who made the room feel bright after long nights
- to the chef who made Mam her favourite meals
- to the volunteers who made us endless cups of tea
- for putting bird food on the patio so we could watch the squirrel steal it
- for making a little bed for me each night so I could sleep next to my Mam
- for the middle-of-the-night marmite on toast and chats when I couldn't sleep
- to the counsellor who told us how to break the news to our children
- for the teddies she cuddled for her grandchildren so they can have a lifetime of Nan-Nan's love to hold
- for explaining the changes we were witnessing
- for letting us stay as long as we needed to
- for taking her wedding ring off for me when I couldn't face it
- for the rose

Thank you for everything