



DIRECTOR OF OPERATIONS

Candidate Brief
October 2018

**THE DEAF HEALTH
CHARITY**
SIGNHEALTH



THE DEAF HEALTH CHARITY SIGNHEALTH

OVERVIEW

Thank you for your interest in this exciting role. We hope that this pack gives you all the information you need to make your application. Please contact our advising consultant Shani Newbold at Cadence Partners if you would like an informal conversation at any point. Her contact details can be found at the end of this document.

SignHealth exists to improve the health and wellbeing of Deaf people. We provide services directly in British Sign Language (BSL), we work in partnership with the NHS and local authorities and we also campaign for change.

70% of our staff at SignHealth are Deaf people, and almost all of our staff in services are fluent sign language users.

Our work is varied and aims to give Deaf people easier access to healthcare and information, as well as providing services which are not provided elsewhere. Some of our work is funded on a case by case basis by the NHS or local authorities, and some is funded entirely by grants from trusts, or by donations from individuals.

ABOUT US

The charity was set up in 1986 as the Anastasia Trust in response to a lack of services for Deaf people with mental health issues. Over three decades, we've grown to provide a range of services that improve Deaf people's lives.

Our **Therapy the Deaf Way** campaign called on the government to provide a nationally commissioned psychological therapy service in BSL for Deaf people. Meanwhile, in the run up to the Accessible Information Standard becoming law, our **Healthier Together** campaign ensured Deaf people understood their rights and health providers knew their obligations.

We have grown to deliver a range of services that improve the health, wellbeing and life-chances of Deaf people. In the last thirty years we have set up a number of care homes, provided advocacy and outreach services, supported Deaf people at risk of domestic abuse, delivered therapy in British Sign Language, carried out important research and made vital information more accessible to Deaf people. The world has changed significantly since SignHealth began, not least huge advances in technology and the changing health and social care landscape.

You can read a little about our services below.



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BSL HEALTHY MINDS

Psychological therapy for Deaf people with depression, anxiety or similar disorders. Sessions are carried out entirely in sign language, with a therapist who is fluent and often Deaf themselves. It means there is no interpreter in the room, which would slow down communication and reduce the intimacy which is important to this kind of treatment. An online service is now up and running which will enable more people across the country to access therapy in BSL.

DEAFHOPE

DeafHope is a unique service that helps Deaf men, women and children who are suffering domestic violence. The service is run by Deaf women and gives help and advice on how to be safe, and where to find refuge.

At the moment the service is available in London and the South East, but we're trying to expand it elsewhere. The service also runs Young DeafHope which works with young Deaf people, teaching them about healthy relationships.

ADVOCACY

SignHealth's Advocacy service helps Deaf people to understand the complex dealings of government departments and the legal system. For many Sign Language users English is a second language, and Deaf people can struggle to understand complex documents and ideas written in English. Advocates help Deaf people to understand what is happening, and the choices they have.

OUTREACH

Our Outreach service helps Deaf people cope with the challenges of everyday life. Workers support Deaf people in their own homes or out and about in the community. Getting clients involved in clubs and societies is another way we help, because reducing isolation improves health and wellbeing. Our London Outreach service also runs a small Supported Housing service for Deaf people in Wandsworth.

CARE HOMES

Our registered care homes, all rated Good by CQC, are for Deaf people with complex and long-term mental health issues. This is how we first began, and they remain a hugely important part of our services portfolio. Our five care homes give residents their own bed-sit flat, and the care home staff help the residents to build independence and increase confidence, as well as prompting and supervising medication. All residents and staff are sign language users, which helps to end the isolation many Deaf people experience when they are inappropriately supported in hearing services.

CAMPAIGNS

Campaigning is an important part of our work, trying to change the way things are done so that Deaf people get an equivalent service to hearing people. We are raising awareness among the hearing public, offering solutions to health service workers, and pushing for change from the NHS and government.



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CARE HOMES

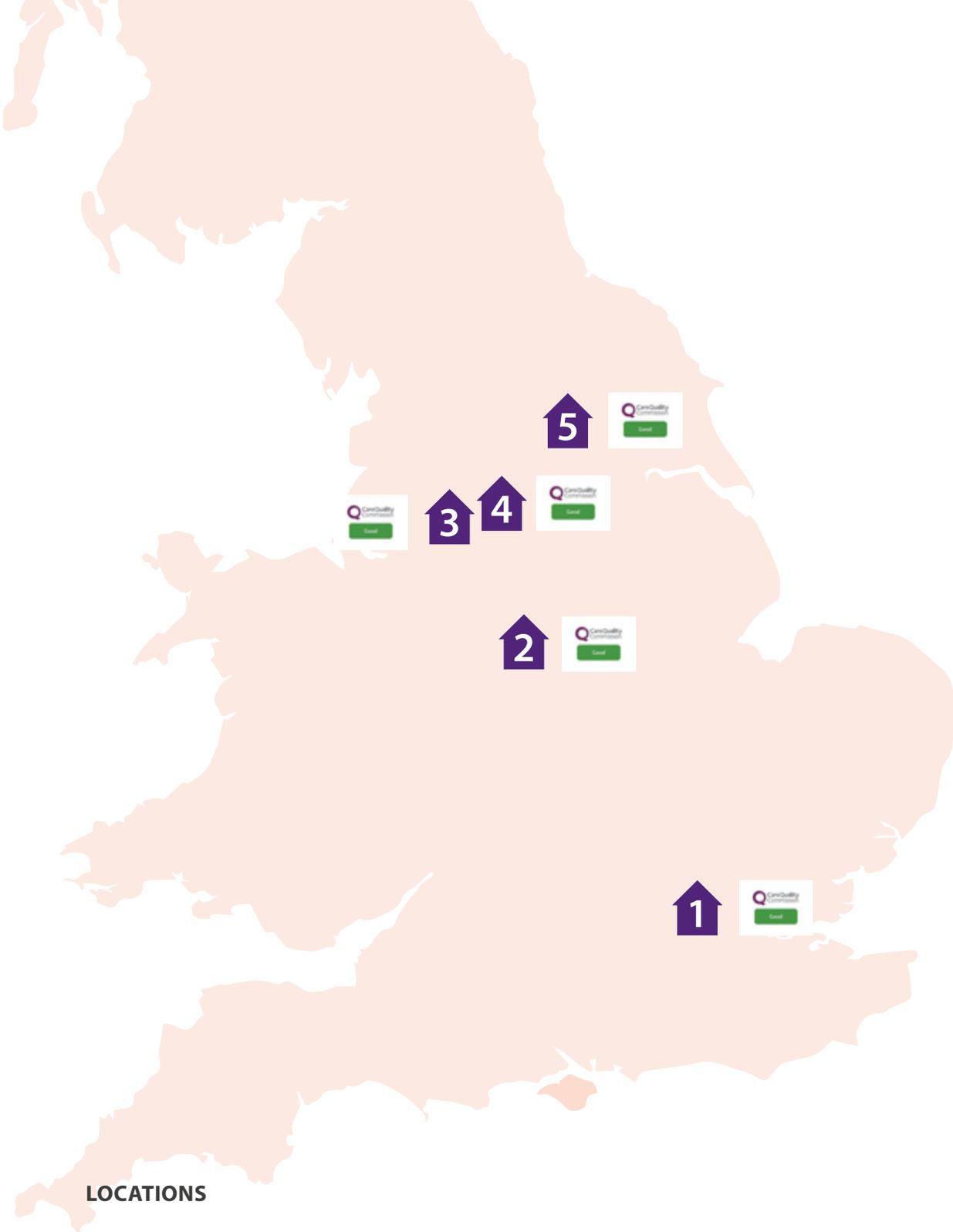
32 years of working with Deaf people has given us a detailed understanding and appreciation of the needs and requirements of our client group. Our homes are run by experienced Deaf and hearing staff who all use BSL to a high level and are steeped in Deaf culture, language and community.

We pride ourselves in providing safe, supportive, BSL environments in which individuals can work through difficulties, explore their own potential and move towards more independent living. Whether someone comes to us from a secure setting or from the community, we have the experience and knowledge to work with them to develop a care plan that meets their current needs and helps them to plan for the future.

Above all we believe in a person-centred approach where the resident is at the centre of all decision making.

The safety of residents is central to all our homes. All staff have an understanding of mental capacity and deprivation of liberty. They complete training in safeguarding and know how to identify and report any concerns. Each resident has their own individual risk assessments to identify any specific risks and issues. All houses are 'Deaf friendly' with text telephones, visual fire alarms, bed sensors and doorbell systems.

The person is at the centre of their care, ensuring that the care planning process matches their individual needs and requirements. With the resident's permission, we also involve family and friends. The health of residents is an important focus at all our homes. We help them understand how to make healthy life choices and staff monitor residents' health. Residents have medical reviews with a GP and ongoing reviews with other appropriate professionals. General health checks such as blood pressure, cholesterol and medication reviews are completed regularly.



LOCATIONS

1. Longley Road

89 Longley Road, Tooting
London SW17 9LD

2. Polestar

Office Suite, Fairlie House,
10 Trident Close, Birmingham B23 5TD

3. Bowfell Road

100 Bowfell Road, Urmston,
Manchester M41 5RR

4. Claridge Road

1 Claridge Road, Chorlton
Manchester M21 9WQ

5. Constance Way

2 Constance Way
Leicester Place, Leeds LS7 1HX





JOB DESCRIPTION

Role: Director of Operations

Reports to: Chief Executive

Location: Flexible

MAIN PURPOSE AND SCOPE OF THE JOB

- Ensure that SignHealth services deliver high quality personalised services to Deaf people within all SignHealth services
- Develop the current services offered to Deaf people in accordance with their preferences and needs, and in accordance with the SignHealth strategic plan

Regulatory responsibility

- Nominated individual (CQC Regulated Activities)

Budget responsibility

- To ensure the budget for all services is managed effectively and that Service Managers are supported and empowered to manage their budgets. Take action to increase income to the Charity through service development whenever possible

Management responsibility

- Supervision and management of all Service Managers. Overall responsibility for the effective management of all operational services

Leadership

- As part of the Senior Management Team, deliver the outcomes agreed with the Trustees, to improve the health and well-being of Deaf people
 - To lead the Operations Team to ensure financial resources, IT and digital tools and human resources are planned, deployed and controlled effectively
 - Develop systems, processes, performance and management arrangements that support the Charity's operational and service user objectives/outcomes
 - Ensure effective safeguarding systems and that professional leadership and practice is robust and can be challenged appropriately on a regular basis
 - Promote and model a working culture of excellent quality assurance and continuous improvement, enhancing team capability, collaboration, and sharing of good practice that values and empowers staff
 - Encourage team members to maximise their potential through continuous learning whilst challenging and dealing with under performance
 - Recruit, manage and develop staff within SignHealth's HR and operational policies and procedures
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Role specific

- Ensure that all services meet and comply with SignHealth's policies and procedures, as well as regulatory requirements and safeguarding policies
- Produce, manage and help Service Managers monitor each service's budget to ensure the effective use of staff, volunteers and other resources to ensure high quality services are delivered
- Work with Service managers to expand the current service provision in line with the SignHealth plan
- Develop productive and collaborative relations with external stakeholders and be responsible for promoting, developing and marketing the services and contributing to new business opportunities through bids, grants and tenders
- Support Service Managers to establish and deliver service improvement plans and maintain up to date Business Continuity Plans for each service
- Be responsible for effective business, commercial and contract management. Ensure all contracts are competitive and accurate
- Ensure the risk register is up-to-date and accurately reflects risks within SignHealth services
- Work collaboratively with fundraising team, sharing responsibility for the achievement of jointly agreed objectives, as appropriate
- Ensure that information remains confidential and is in compliance with the data protection regulations
- Undertake any other tasks, duties or projects of this post and as directed by the Chief Executive

These duties may be added to or deleted from, and may be subject to change.

PERSON SPECIFICATION

Education & Qualifications

- Degree or other equivalent academic or professional qualification or equivalent experience
- Social Care qualifications and/or other health or mental health training is desirable but not essential for this role
- Qualifications or other experience in Domestic Abuse services and/or psychological therapy services would also be desirable but not essential for this role

Experience & Knowledge

- Substantial and proven experience and commitment to improving the lives/ outcomes of Deaf/disabled people
- Clear understanding of, and belief in, the social model of disability
- Ability to think strategically and incorporate priorities into operational plans; strong background in delivery of strategic plans with the ability to establish aligned goals, objectives and priorities

- Understanding of the nature of Social care and the regulatory environment
 - Knowledge of major national policy developments in Health, Social care and local government more generally.
 - Commercially focused and track record of increasing services' profitability
 - Knows what an "outstanding care home" looks like and is able to deliver it and innovate successfully
 - A track record of significant ambition, delivery and achievement in a challenging environment.
 - Experience of pushing the boundaries and exploring new and different solutions.
 - Building strong and enduring relationships with a wide range of stakeholders.
 - Understanding of the needs of service users and experience of Deaf issues and culture
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Skills & Abilities

- Proven leadership skills and success in driving and delivery of ambitious transformational change
 - Ability to work effectively within a “political” environment and establish a positive relationship with external stakeholders
 - Awareness of and responsiveness to organisational politics and ability to establish a positive relationship with all SignHealth staff
 - Ability to engender professional confidence
 - Very strong communication, negotiation and problem solving skills and an ability to influence outcomes through effective reasoning, persuasion and diplomacy
 - Good written communication skills
 - Personal characteristics: thorough, detailed, resilient, flexible, high level of integrity, excellent time management, strong interpersonal and organisational skills.
 - Demonstrates the SignHealth’s values; inspires people and provides direction and clarity so that staff are highly engaged and motivated to deliver to the best of their abilities even through challenging times.
 - Skills (and qualifications) in British Sign Language would be highly desirable for this role. Learning BSL to at least Level 2 will be essential within the first 18 months of this role.
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HOW TO APPLY

Process

We hope that the information provided has enabled you to make an informed decision about your application. Before you apply, please ensure you have read the role profile and person specification in detail.

Applications should comprise a comprehensive CV, including details of two referees. Please also provide a supporting statement (no more than two sides of A4) outlining the reasons behind your application. This should respond closely to the person specification, showing how you meet the requirements of the role.

Our diversity monitoring form (available on request) should also be completed and returned.

We positively welcome applications from D/deaf people.

All documents should be emailed to:
signhealth-operations@cadencepartners.co.uk
Please include your name in the subject field.

Timetable

Closing date: 21 October
Preliminary Interviews: w/c 29 October
Final Panel: 12 & 13 November

Contact

If you would like to arrange an informal discussion about the role or the process, please contact **Shani Newbold** at Cadence Partners on +44 20 7947 4960 or email signhealth-operations@cadencepartners.co.uk. A Video Relay Service is available for BSL users.

Cadence
Partners +

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