



Group Director of Quality & Care Information Pack



Welcome from our Group CEO

Thank you for your interest in joining New Outlook and Vision Homes.

Now is a particularly exciting time to join our team as we set about integrating a new subsidiary, Vision Homes Association, and embark on a new period of growth and development of the organisation.

The new Partnership between New Outlook and Vision Homes will bring many opportunities. The two organisations have a similar ethos and mission to provide high quality care to people with sight loss and learning disabilities. I am in a privileged position to lead both organisations and firmly believe joining the two together will support our future sustainability and provide a strong foundation for growth and quality. Importantly, this will ensure better outcomes for the people we support, underpinning our hard work.

If you think that you could help us achieve our ambitions, then we look forward to hearing from you.

Best wishes,

A handwritten signature in black ink that reads "Alison Beachim". The signature is written in a cursive, flowing style.

Alison Beachim
Group CEO

Group Director of Quality & Care

- Advertisement Copy
- Organisational Profile
- Structure
- Key Priorities
- Job Description
- Person Specification

Contact for role enquiries:

Alison Beachim
Group CEO
07734 845294
AlisonB@newoutlook.org.uk

Contact for recruitment:

Stan Stevens
HR Manager
0121-602 6518
stans@newoutlook.org.uk

For more information please visit our website:

www.newoutlook.org.uk
www.visionhomes.org.uk

Please send your CV and covering letter stating what qualities and experience you can bring to: jobs@newoutlook.org.uk

Job Advertisement

POST: Group Director of Quality & Care

STATUS: Permanent – 35 Hours per week

SALARY: Up to £63k

LOCATION: Group wide – based at Trigate Business Centre, 210-222 Hagley Road West, Oldbury B68 0NP

Are you passionate about delivering quality and care in a progressive care organisation? Then you might want to consider joining us at an exciting time in our development.

We are ambitious for growth and are looking to appoint an inspiring and dynamic leader, who will play a pivotal role in delivering continuous improvement, in care quality, that will provide optimum outcomes for the people we support. You will be accountable to the Group CEO, and will work alongside a strong, capable, and committed Executive Team.

The successful candidate will help to ensure the provision of high-quality care, and operational governance, to our services across the Group. You will have the ability as leader to provide strategic direction in delivering on the Group's operational objectives and build strong relationships with other members of the Executive team, operational managers, and Board members. It will be key for you to provide a high quality and safe service for the people we support, ensuring that governance arrangements are robust and meet the requirements set by the Regulations inspected by the CQC. You will also know how to support and develop your team and be a key source to turn to for advice and guidance, from all levels.

We are looking for an established leader, with strong influencing skills, as you will be engaging stake holders at all levels both internally and externally. A visionary, with a strong desire for improving quality and care, but will also provide strong governance, being closely aligned to our core values. A forward-thinking professional, who can demonstrate a persuasive track record of success in a Director or Deputy Director role, gained in a similar organisation to our own.

If you believe you have the skills, experience, and right aptitude to join us, and want to be instrumental in shaping our future success, then we would like to hear from you.

Closing Date: 26th May 2023

We reserve the right to close the vacancy from further submissions when we have received sufficient applications from which to make a shortlist.

Organisational Profile - New Outlook

About us

New Outlook has been providing services to people with a sight loss for over 170 years. Starting out in 1846 as the Birmingham Royal Institute of the Blind (BRIB), New Outlook has undergone several transformations to become what it is today – a professional, reliable and committed provider that strives to promote independent living to people with a sensory or specialist need.

New Outlook was created in its present form in 1997 and has established itself as one of the key providers of services for both older and younger adults with sight loss.

The majority of our service users continue to have a sight loss, and we have developed expertise in working with adults with other specialist needs including acquired brain injury, learning disabilities and autism.

Today we support more than 180 people in a range of services including Care Homes; Sheltered Accommodation; Extra Care and Supported Living as well as people who live in their own homes.

Our Vision and Mission

Making a difference to people's lives through the provision of aspirational services for people with sensory and other specialist needs.

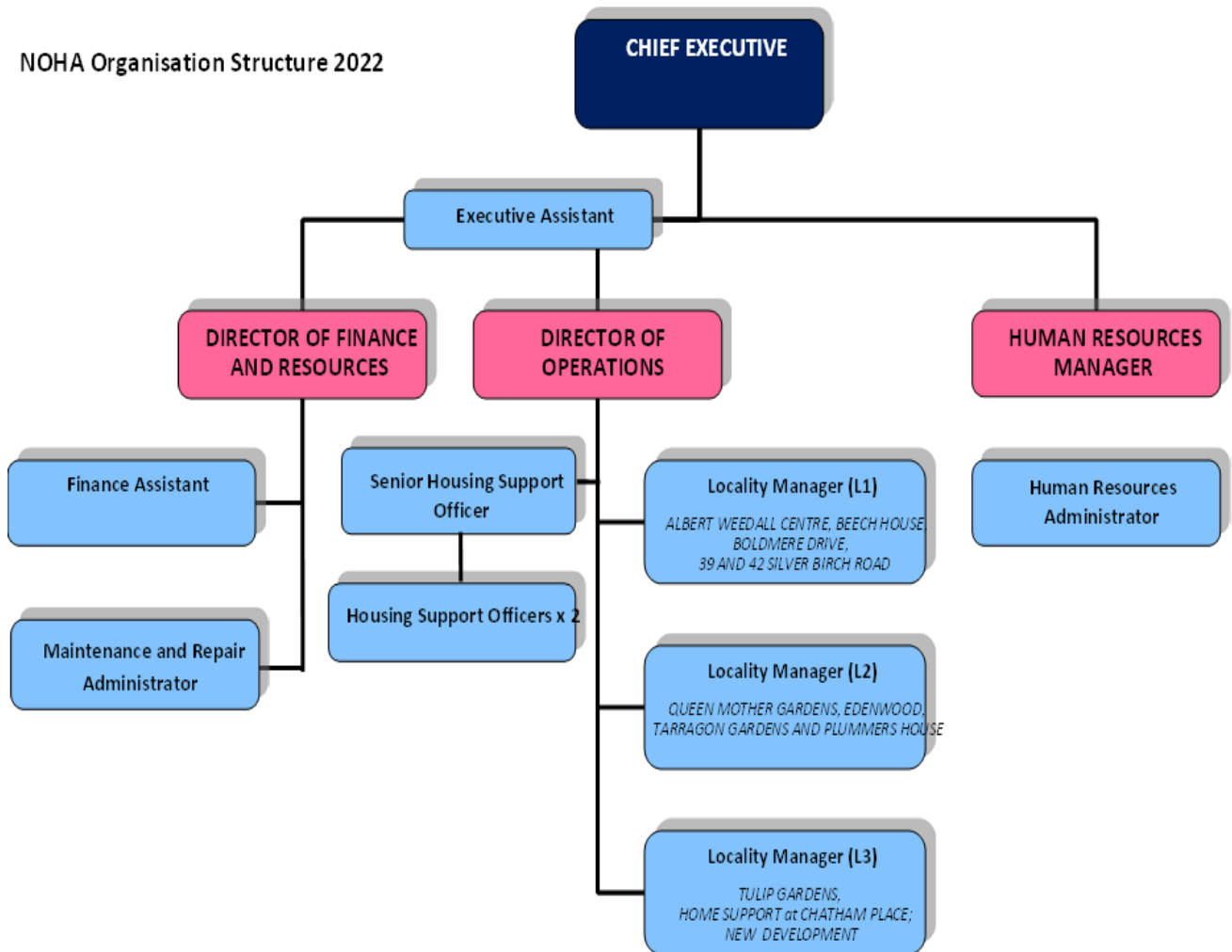
Our **core values** summarise what we ASPIRE to achieve:

A pproachable	→	<i>friendly and easy to talk to</i>
S upportive	→	<i>understanding and encouraging</i>
P rofessional	→	<i>capable and skilful</i>
I nnovative	→	<i>inventive and adaptable</i>
R eliable	→	<i>consistent quality and performance</i>
E mpowering	→	<i>confident and strong</i>



Structure of New Outlook

NOHA Organisation Structure 2022



Key Priorities

There are four overarching priorities which provide a framework for all activities of the Association. These are:

- *Quality and Compliance*
- *Culture and People*
- *Sustainability and Viability*
- *Development and Growth*

The four priorities provide a robust framework for the future direction of the Association while maintaining its culture and values and remaining true to its original aim to support people with sight loss or visual impairments.

Quality and Compliance

We want to ensure that we continue to offer high quality services and maintain compliance. This is not only because we want to achieve quality outcomes and keep people safe but also because we are registered with both the Housing Regulator and Care Quality Commission.

We need to build on the success of the past few years and continue to ensure that we have systems and processes in place to audit, monitor and evaluate the services we deliver.

- Management Information – we need to ensure that we effectively use our management information to inform actions and practice. We want to further develop our KPI dashboards to make them interactive and responsive so we can effectively interrogate our data.
- External Validation - CQC Compliance – we want to ensure that our services continue to deliver quality outcomes and will use CQC inspections as one measure of this. We therefore want to ensure that all CQC registered services have a GOOD. We started this process with commissioning external reviews of all services during 2020/21.
- Compliance Framework – we will continue the process of ongoing internal audits commenced during 2019/20 with priorities for these being agreed with the Finance, Audit and Development Committee.
- Health and Safety – Keeping colleagues and tenants/residents as safe as possible is incredibly important to us. We currently commission H&S from an external contractor. We want to ensure that we review this contract to get the most out of the relationship.
- IT systems – We recognise the benefits that our move to Microsoft 365 and use of mobile devices has had especially during the Covid-19 Pandemic. We want to ensure that we are using the best systems and programmes available to us so that we have access to good management information and can utilise the benefits of mobile and flexible working.

Culture and People

New Outlook recognises that the culture sets the tone for everything that happens across the Association and especially the quality of service that people receive. We strive to create a culture which is open and transparent based on continual learning. We want to ensure that we attract and retain the best employees possible and strive to create a supportive, enabling work environment in which every colleague feels valued for their contribution.

Given the priority we have given to develop a good culture and work environment for colleagues we want to ensure that this is maintained as we develop and grow. We also want to make the best use of new ways of valuing our colleagues and making sure we employ the right people with the right values.

- Recruitment and Selection - We want to introduce new and innovative ways of recruiting and selecting colleagues to ensure we get the right people with the right values. We are piloting telephone and video interviewing, value-based recruitment and considering a staff referral scheme.
- Retaining quality workforce – We continue to talk to colleagues about what we can do to help retain people. We are continuing to identify ways to improve training and career progression and carefully monitor our turnover rates.
- Continue to imbed Culture – We want to ensure that the culture and values are embedded across the association and at all levels. We have a bi-annual staff survey which monitors this and continue to be accredited with Investors In people (IIP).
- Continue to Improve working environment - We continually look at how we can offer the best terms and conditions possible to colleagues and create great places to work. We network with other good providers and use the staff forum for ideas.
- We prioritise our Learning and Development strategy to address learning and development needs in order to prepare a workforce that is focused on delivering the best service user care and tenant support, where all colleagues are demonstrably fit to practice, and systems are in place to ensure individual competency.
- Managing a management development programme that seeks to enhance their skills, competencies and knowledge as they play a key and prominent role in meeting our business objectives.

Sustainability and Viability

It is essential that as an Association we remain sustainable and services are viable and therefore able to support people with sight loss in the future. We recognise that this is a dynamic, ongoing process to ensure we continue to deliver the right services at the right price and that future threats and opportunities are identified and responded to.

To ensure that we remain sustainable and that each service is viable in its own right we need to continually ensure that we are accessing appropriate funding, that our costs remain as low as possible and that we are utilising new ways of working to reduce costs.

- Association remains sustainable and viable – Growth of association to reduce overhead per service and diversify funding sources to new areas and funding streams. KPI for surplus and for overheads.
- All individual services are viable and make contribution to the surplus – renegotiation of individual fees especially in care homes. Better use of resources including flexible and remote working and use of IT systems.
- Remain competitive and able to offer VfM – overheads, efficiency, flat structure, new ways of working. Target for overhead costs. Benchmarking group. Partnership working.

Development and Growth

New Outlook recognises the need to continually review and adjust its service offer to ensure it always offers good quality services based on current best practice and taking account of technological developments. It also recognises that people's expectations change and its therefore essential we have ongoing dialogue with the people we aim to support and commissioners, so that we understand these changes. New Outlook also recognises that sometimes, to be sustainable and offer the best work environment, it is necessary to grow and diversify its portfolio.

Over time the models of service delivery need to change and adapt to meet changing needs, expectations, and best practice. We also recognise the benefits that can be achieved by growing and diversifying both in the services we have and the areas we deliver them within. Not only does this allow us to support more people with sight loss but also supports the sustainability of the Association and offers the opportunity to offer better terms and conditions and career progression for colleagues.

We commissioned work with the Housing LIN to review our strategic objectives and we are now ready to grow the Association in line with the strategic plan over the coming years. Given the commitment to remain a registered social landlord we are always looking at opportunities to increase our housing portfolio. This could include new developments, transfers from other providers or managing properties on their behalf.

Organisational Profile – Vision Homes

About us

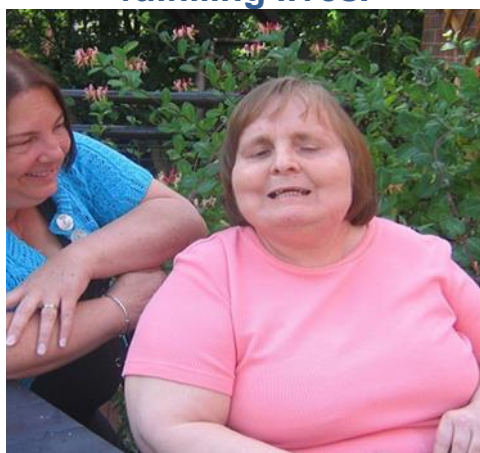
In the late 1980s a group of parents began holding meetings to discuss their children's future care, who all attended RNIB Rushton Hall School, Northamptonshire. At that time, they found that there were no other organisations that would support young adults who had

multiple disabilities and help them to lead full and independent lives. Thus Vision Homes Association was born.

Vision Homes Association, is now a subsidiary of New Outlook. Vision Homes has been providing registered care and supported living services for adults with visual impairments and complex needs for more than 30 years. It compliments the services provided by New Outlook and provides opportunities to grow and gain efficiencies by sharing resources between the organisations.

Our Vision and Mission

We are here to provide opportunities for people with care and support needs to lead valued and fulfilling lives.



Our Vision: To create a world where sight loss and disability is not a barrier, for the people we support to have their best day, every day and to live the life they choose.

Our Mission: Our purpose for being. We are here to provide opportunities for people with care and support needs to lead valued and fulfilling lives.

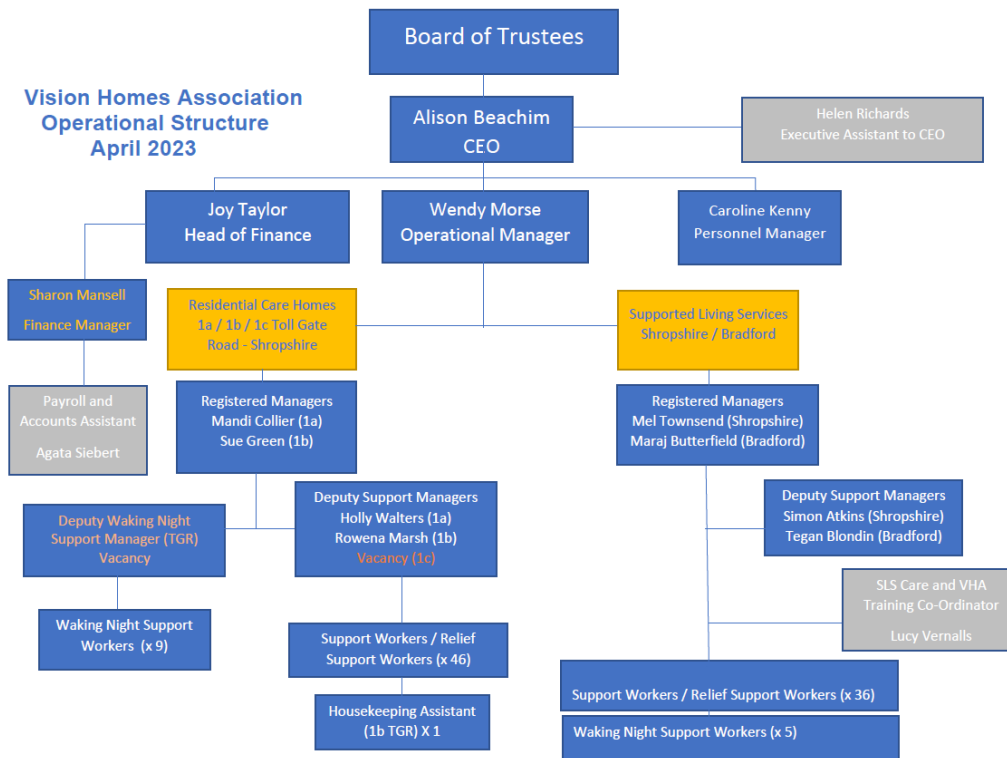
Our Values: determine how we work, how we treat each other, and how we achieve results as a team. They provide the foundation on which we work and underpin our behaviour, help us make decisions and how we hold each other to account.

We have five values:

- Caring; everyone should be treated with dignity and respect.
- Empowering; we will recognise and celebrate our wins and the potential of the people around us. We will support their journey to become stronger and more confident, to enable them to make decisions to live their best lives.
- Inspirational; we will inspire people to transform the way they see their own capabilities, so they see new possibilities to live their best life.
- Integrity; we will build relationships based on trust and take responsibility for our actions, whilst being reliable and respecting those around us.

- Bold; we will be upstanding, not by standing, professional and curious, explore a person's needs and not assume, shine a light on bad practice and act accordingly.

Structure of Vision Homes



Key Priorities

There are four overarching priorities which provide a framework for all activities of Vision Homes. These are:

- **Be a sustainable organisation, fit for the future.**
- **Grow, Innovate, and Develop our services and organisation.**
- **Be a great place to work, to ensure we support people to live their best lives.**
- **To do the best we can so all our services will be of high quality.**



JOB DESCRIPTION

Role: **Group Director of Quality and Care**

Responsible to: **Group Chief Executive Officer**

Location: **Group-wide**

Hours Per Week: **Full time, 35 hours per week**

Pay Scale: **Up to £63,000**

Purpose of job:

The Executive Group Director of Quality and Care is an integral part of the Group Executive Structure who is responsible for providing strategic leadership and management to Care Services, to uphold the standards and expected outcomes and lead on the relationship with the CQC.

To lead on developing, implementing and evaluation of best practise in person-centred and person led support so people can express choice and control in shaping the services they want. Champion co-production of services so that the people we support, and their families can be involved in shaping services, therefore ensuring the delivery of quality services for people who have visual impairment and additional needs so that individual outcomes are met within a safe, caring, and empowering environment.

The job holder will provide strong leadership and be accountable for overseeing the following aspects of service provision across the Group:

1. To work towards the strategic ambition for the highest standard of care, advise on best practices within each service type, ensure the service delivery reflects the service specification and contractual obligations, and to improve and sustain CQC ratings for registered services.
2. To promote a culture of high standards, expectations, and continuous improvement that values and empowers staff and encourages team members to maximise their potential through continuous learning whilst challenging and dealing with under performance.
3. Communicate and deliver the Group's strategic ambitions and values. Support colleagues to set ambitious and achievable operational targets and monitor and evaluate change to enable organisational development.

4. Network and build relationships with commissioners, and relevant external regulatory and advisory bodies to support our ambition to grow and expand care services, whilst bringing intelligence into the organisation to shape best practice, training needs and strategic planning.
5. Guide, support and advise the Group Chief Executive and the Executive Team, on all quality and compliance matters.

Key Responsibilities and Tasks Include:

- Regular reporting to Group CEO, and NOHA and VHA Board Trustees, on trends and high-risk issues relating to Accidents, Incidents and Near Misses (AINM) and safeguarding reports.
- Advise managers and staff on best practice and standards to drive up the quality of service delivery. Support Managers and staff to understand performance and implement changes to policy and practices.
- To ensure a high standard of quality reporting by reviewing AINM reports.
- To maintain up to date knowledge of Health and Safety legislation and oversee the role of Health and Safety Responsible person. This includes taking appropriate actions to ensure staff are aware of their personal responsibilities for health and safety, including identification of relevant H&S training, where appropriate.
- To monitor the process of trend analysis within the Group. Review, collate, monitor, and scrutinise AINM and Safeguarding Reports and ensure that learning from these reports is shared across the Group to improve practice and outcomes for the people we support.
- To facilitate and oversee quarterly Audit and Scrutiny Committee meetings, and report findings to both VHA and NOHA Board of Trustees.
- To be committed to improvements, innovation, and advances in supporting practices within Health and Social Care.
- To develop and support systems to understand and monitor performance within care and support, utilising development plans and action plans.
- Produce action plans in line with audit and review findings, and supporting continuous improvement throughout the Group. To function as the Data Protection Officer for the group and ensure compliance with GDPR and data protection, including reporting breaches to the Information Commissioner's Office.

- To lead on the completion of compliance audits across Group services against quality standards. This includes setting up a regular timetable of spot checks and audits as required.
- To oversee the Safeguarding Adults register ensuring alerts are reported as and when required as well as reporting on active, closed, and outstanding alerts submitted to local safeguarding teams.
 - To lead on the development of policies and procedures, relating to care, quality, operational risk, and health & safety, and ensure that service guidelines and risk assessments are relevant, meet the needs of the people we support and are adhered to by staff within the Group.
- Support Managers and staff, where reasonably practicable, with local authority, CQC, quality monitoring visits, and returns, as directed to drive up service standards and sustain a robust governance structure that meets all the requirements of CQC and all other standards relevant to services.
- Provide strategic lead to risk management within services.
- Recognise the experiences of the people we support and contribute to the development and delivery of services, ensuring their voice is central to our quality framework.
- To function as the CQC Nominated Individual for care services in the Group and lead the relationship with the regulators across all geographical areas.
- Provide visible leadership, visiting Group services and supporting teams to get feedback on the care provided and quality and safety of services.
- Promotes a learning and development culture and staff engagement, based on organisational values.
- To take responsibility for your own personal and professional development and ensure that mandatory training is kept up to date.
- To be flexible to work occasional weekend and evenings, as required.

Please note:

The post-holder will be expected to perform other duties from time to time that is broadly consistent with those in this document. This job description does not form part of the contract of employment.

Group Director of Quality & Care - Person Specification

	Essential	Desirable	Method of Assessment
EXPE RIENCE	<ul style="list-style-type: none"> • Evidential management experience in delivery of high quality, CQC registered services. • Evidence of effective and strong leadership at Director or Deputy Director level and autonomy for complex decision making. • Highly effective leadership and communication skills to motivate and inspire staff. • Delivery of care service quality and compliance turnaround. • Proven experience in an audit and compliance role at a senior level. • Proven experience in quality standards and continuous improvement systems and approach • Experience of writing and implementing policies, procedures, and department handbooks. • Track record of implementing improvements and change across a range of service user focused services. • Experience of identifying and setting up new services and of developing new opportunities. • Holding a position of responsibility for registration such as registered manager or nominated individual. • Setting and managing budgets, contributing towards financial processes and strategy. 	<ul style="list-style-type: none"> • Experience of working with adults with multiple/complex needs. • Experience in governance systems and structures including auditing skills, risk management, investigations, complaint handling and report writing. • Up to date IOSH training – Managing Safely • Experience of organising and delivering training workshops in disciplines within the health and social care sector • Ability to use information management systems to monitor progress and identify key trends, patterns, and themes. 	<p>CV/ Application Form</p> <p>Interview</p>

QUALIFICATIONS	<ul style="list-style-type: none"> • Level 5 or equivalent diploma in Adult Health & Social Care • Evidence of continuous professional development 	<ul style="list-style-type: none"> • Educated to degree level. 	CV/ Application Form Interview Evidence of Qualifications
		Essential	Desirable

SKILLS	<ul style="list-style-type: none"> • Demonstrating strategic vision, commitment, and enthusiasm • Able to communicate (written and oral) with a wide range of staff at all levels across the organisation including the people VHA support and external stakeholders. • Excellent attention to detail with a problem-solving mindset • Strong computer literacy skills and digital dexterity • Working knowledge and experience of up-to-date CQC standards and regulations including, Key Lines of Enquiry and health and safety in care and support setting • An understanding of current General Data Protection Regulation legislation and/or an interest in data protection • Advance knowledge of Microsoft Office suite including Excel, Word and PowerPoint • Commitment to Service User engagement and involvement • Able to participate in reflective learning, personal and professional development. • Excellent planning and organisational skills • Able to lead and motivate others. 	<ul style="list-style-type: none"> • Understanding of the issues the people we support face and the interventions that are most helpful. • Able to summarise complex information verbally and in writing • Ability to assess information quickly and make sound judgments. • Excellent research and report writing skills. 	CV/ Application Form Interview
OTHER	<ul style="list-style-type: none"> • Car driver and regular access to own vehicle • Must be able to work flexibly over 7 days and 24 hours, as necessary. • Must be able to work on call as required. 		CV/ Application Form Interview