

# CANDIDATE PACK

## Operations Manager, Therapy Services

### Key Dates

Closing date: Monday, 22 April 2019

### How to apply

Please complete an application form and Equal Opportunities form (which can be found on our website or by emailing the address below) and send to:

[recruitment@heyhound.org.uk](mailto:recruitment@heyhound.org.uk)

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Dear Applicant

## Operations Manager – Therapy Services (22.5 hours)

Thank you for your interest in the above post.

Hull and East Yorkshire Mind believes that everyone experiencing a mental health problem deserves both support and respect. Can you help us to make this happen?

A fantastic opportunity has arisen for an Operations Manager to provide leadership and direction to our growing and diverse therapy team. We are passionate about people, about helping people recover and receive the right support to help them achieve their goals. The Operations Manager will work with the Operations Director to help achieve this and ensure that the various contracts that we hold with local authorities, NHS and other non-statutory funders are fulfilled. As a people focussed person you will ensure the team is performing to the highest standard, maintaining our excellent outcomes and have a real and positive impact on the people we work with.

The role is varied and requires innovation and flexibility along with the ability to work at all levels. A typical day can include representing the organisation across the Humber, Coast and Vale area in a Sustainability and Transformation Plans (STP) meeting or attending a contracting review with the NHS or working with the business development team to design a new service, whilst ensuring the wide range of services you are accountable for are running smoothly.

The role can be demanding but fulfilling and autonomous. You will be involved in the whole service, from monitoring recovery and managing risk, to supporting the design and implementation of new projects.

We have a motivated and dedicated workforce who support people with mental health problems and, in return, we are committed to supporting staff to maintain their own wellbeing. We have several initiatives in place such as Mindful Employer Plus, you will also have formal supervision meetings and regular peer support sessions with colleagues take place. Our team is very friendly; the results of our last staff survey were that 97% of staff would recommend us as a place to work.

We are looking for someone who is driven, committed to making a difference and enjoys working in a busy environment.

I look forward to receiving your application and if you have any questions please don't hesitate to call me on 01482 240200 or email me at [edallimore@heyhound.org.uk](mailto:edallimore@heyhound.org.uk).

Yours faithfully

**Emma Dallimore**  
Interim Chief Executive

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Company Number: 4935155  
Registered Charity Number: 1101975  
Charity Registered in England

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# JOB DESCRIPTION

**JOB TITLE:** Operations Manager – Therapy Services

**LOCATION:** The post holder will be based at Wellington House (Beverley Road, Hull) but travel within the Hull, East Riding and Grimsby areas may occasionally be required.

**SALARY:** £30,300 per annum (for 37 hours)

**HOURS:** The post holder is required to work their contracted hours flexibly to meet the needs of the organisation which may include occasional evenings, weekends or public holidays.

**REPORTS TO:** Operations Director

**DIRECT SUPERVISORY RESPONSIBILITIES:** Team Leaders

## OVERALL PURPOSE OF THE JOB

To ensure the delivery of effective clinical services which are in line with contractual service requirements and meet the needs of adults and young people.

## ROLE DUTIES AND RESPONSIBILITIES

1. To identify, develop and implement service improvement, business development and contract performance; where necessary adapt services in consultation with commissioners and people using the services.
2. Manage identified areas of service delivery, performance management and quality to ensure the sustainability and development of the organisation.
3. Manage team resources and service delivery through the effective utilisation of the workforce, efficient use of materials and costs such as room hire, external services.
4. To be responsible for the overall achievement of individual staff and team targets and outcomes to ensure that clinical interventions enable recovery
5. To oversee waiting lists and referral pathways to ensure that people are seen within a time that meets contract requirements
6. Provide leadership, support, supervision, day to day management to designated staff to ensure they fulfil their service specific responsibilities.
7. To be responsible for ensuring that our framework for good mental health care which includes Relationships, Environment, Activity, Compassion and Hope is integral to our service delivery.
8. Work closely with the Finance Department to manage budgets
9. Manage team accountability for personal health and safety and promote positive health and safety practices with clients and throughout the organisation.
10. Support strategic decision making, organisational sustainability and development by promoting, monitoring and ensuring practice-based evidence is accurately recorded within well maintained systems.
11. Ensure regular team meetings take place in order to:
  - Promote and share evidence based good practice and learning

- Identify and resolve issues and problems
  - Contribute to management decisions
  - Identify and implement improvements to existing and new services
12. Produce regular performance reports, detailing performance targets reached, explaining any deviation, and putting action in place to address shortfalls/inefficiencies.
  13. Explore, develop and maintain relationships with existing and prospective partners and contribute to the compliance and development of existing and future contracts.
  14. Ensure high levels of individual outcomes, impact and satisfaction, including adding value and social value to services
  15. Assess and manage risk to ensure and promote a safe and inclusive environment for people who use our services, the workforce and the public.
  16. Make appropriate and considered recommendations for own area of responsibility in accordance with policy, procedure, delegated responsibility, strategic and business planning, seeking line management confirmation for decisions outside of these parameters.
  17. To produce and review policies for which you have been assigned responsibility

## NOTES

This job description is not intended to be exhaustive in every respect but rather to define the fundamental purpose, responsibilities and dimensions of the role.

In addition to the contents of this job description employees are expected to undertake any and all reasonable tasks allocated and identified by line management as being necessary for the proper performance of your role within the organisation and the overall business objectives of the organisation.

## Overview of Hull and East Yorkshire Mind

Founded in 1976, we are a well-established voluntary sector organisation with over 40 years of experience delivering services in Hull and the East Riding of Yorkshire, and more recently in North East Lincolnshire.

Hull and East Yorkshire Mind is affiliated to the Mind network made up of over 130 organisations across England and Wales delivering services, campaigning and giving a voice to people with mental health problems, their families, carers and community. As a charity and a housing association, we have an ambitious vision for the future in which we will not give up until everybody experiencing a mental health problem gets both support and respect.

Hull and East Yorkshire Mind provides a range of services, including advice, counselling, group support, personal budgets and housing for adults, young people and children across East Yorkshire.

We have a flexible and motivated workforce of over 90 staff, with 100 active volunteers and a number of social work students on placement. We are governed by a strong Board of Trustees with a wide range of experience.

## Person Specification

When we shortlist applications we do so based on the information you tell us. Try to give us as much evidence as possible to show where you meet the requirements of the role. This can include experience from outside of paid work such as volunteering or caring responsibilities.

Job Title: Operations Manager, Therapy Services		Created: March 2019	
Area	Criteria	Essential	Desirable
Key know-ledge	Knowledge contracting services with NHS, local authorities and other commissioning bodies	✓	
	Understanding of how the NHS delivers therapeutic services and how this fits with the voluntary sector	✓	
	Understanding of Risk Management, Health and Safety, Equality and Diversity	✓	
	Knowledge of good practices in relation to supervision, leadership and management	✓	
	In depth knowledge of the therapeutic process	✓	
	Understanding of the NHS ten year plan and how it may inform local provision		✓
	Knowledge of specialist areas, eg housing management, Drug & Alcohol services, Domestic Violence, Children and Young People's services, Older People's, IAPT services both locally and nationally		✓
Relevant experience	Of managing therapeutic services and contracts	✓	
	Of supporting business development, implementation of services, the contract management process and contract compliance	✓	
	Of budget management	✓	
	Of human resource processes and management		✓
	Of change management strategies		✓
Key competencies	<b>Organisational Awareness</b> Able to translate changing political agendas into tangible actions	✓	
	<b>Planning and Organising</b> Able to work autonomously and prioritise own workload and that of the team to meet the needs of the organisation	✓	
	<b>Communicating and Managing Relationships</b> Able to identify, engage and build alliances with a diverse range of influential contacts within stakeholder and partner organisations	✓	
	Highly developed written and verbal communication with the ability to <ul style="list-style-type: none"> <li>• present information to a variety of forums</li> <li>• produce clear and concise written reports with outcomes, impact and social value evidenced</li> <li>• act as a credible/convincing spokesperson and negotiator for the Charity.</li> </ul>	✓	
	<b>Responding to Pressure and Change</b> Demonstrates resilience and positivity in the face of challenges from staff, media and commissioners	✓	
	Drives a culture of continuous improvement and ensures effective communication of change initiatives	✓	
	<b>Decision Making and Problem Solving</b> Able to make sound decisions quickly when necessary	✓	
	Able to analyse and clarify ambiguous problems and question beliefs to gain full understanding		

	<b>Client Focus – Level 4</b> Builds the charity's reputation as an organisation committed to meeting the diverse needs of people who use our services	✓	
	<b>Managing and Developing Performance</b> Promotes a positive team culture; motivates and inspires others to perform their best, valuing their work and encouraging them to learn and reflect	✓	
	Manages performance issues effectively to avoid adverse impact on team morale and performance	✓	
	<b>Managing Finance and Resources</b> Allocates financial and people resources efficiently to maximise value, ensuring delivery of work is within budget	✓	
	<b>Strategic thinking</b> Translates vision and strategy into practical plans and informs strategy development by identifying gaps in service delivery	✓	
<b>Additional requirements</b>	Possession of a full current driving license with use of, a motor vehicle for work purposes and prepared to travel across the region.	✓	
	Ability to work flexibly, hours of work may be between 8am until 8pm Monday to Friday with weekend and bank holiday working	✓	
	Highly competent in the use of IT programmes (eg Microsoft Outlook, Word, Excel) with the ability to learn new systems	✓	
	Evidence of recent, relevant, continuing professional development	✓	
	BACP or BABCP registered therapy qualification or similar recognised qualification, eg Improving Access to Psychological Therapies (IAPT)	✓	
	Qualified to deliver clinical supervision		✓

# Our Model of Mental Health Care (REACH)

At Hull and East Yorkshire Mind we believe it's important to understand what good mental health care looks like. This is more than just understanding the services we deliver, it's about the important elements common across all of our work that help us to understand why we work in the way that we do.

Different organisations have different priorities. We have defined ours using a simple framework that includes Relationships, Environment, Activity, Compassion and Hope. We call this REACH.

## Relationships

Trusting, caring relationships are a core foundation of our mental wellbeing. To believe we are cared about we need to feel a human connection. Too often public services focus on maintaining artificial boundaries between those delivering and receiving services to the detriment of both sides. We use some common sense with our professional boundaries; if somebody wants a hug we give them one and if somebody wants to hear about our holidays we share what's appropriate. We expect our team to genuinely care for the people they are working with and, if that's not possible, conversations to be had early on about where the problem lies.

## Environment

For those visiting our offices and community groups through to people living in our housing, a poor environment encourages poor mental health. If people feel safe, secure and valued they are much more likely to stay well and recover faster. We need to make sure the physical spaces and 'atmosphere' are welcoming. Where possible we need shared spaces and avoid cutting ourselves off in the 'staff offices'. We expect everybody working in our housing to be conscious that these are peoples' homes we are working in and be conscious of how our behaviour impacts on the environment.

## Activity

We know that physical activity is vital to our health and wellbeing and that this is often overlooked when considering mental health care. We also know that activity includes many forms of occupation and how important having a role in society is for most of us. Without it we too easily lose our sense of self and worth and any intervention that doesn't address this vital area will always be temporary. All of our services will encourage paid work where possible, voluntary work where not and mainstream learning where appropriate. Our groups, information line and activities will promote physical exercise and the benefits this bring to mental health.

## Compassion

Sometimes we're just too hard on ourselves. We see media portrayals of what 'normal' is supposed to be and beat ourselves up because we don't think we meet the standard. We need to get much better at showing compassion, not just to others around us, but also to ourselves. Sometimes it's OK to be different. People using our services come with all sorts of stories and histories. We want our compassionate approach to run through everything we do, from how we answer the phones to replying to emails and one-to-one interactions. To work at Mind, whatever job you are doing, you have to be able to show you care for the people we are here for.

## Hope

Without a genuine belief that things can improve we get stuck and lose motivation. We all need positive role models in our lives and they should be a core part of any service we want to deliver. This isn't always easy and when somebody is acutely unwell it can be difficult to find hope in what might seem a hopeless situation. Our job is to find that hope and help others see it. We must never shy away from this no matter how difficult it might seem. We also have to share the stories of recovery as widely as we can to inspire others and show that recovery, if not cure, is almost always possible.

# Summary of Terms and Conditions

## 1. Probationary Period of Service

All new staff will undergo a probationary period which will generally be the first six months.

## 2. Disclosure and Barring Service (DBS)

It is a condition of employment that all staff have a DBS Disclosure at the appropriate level which will be paid for by Hull and East Yorkshire Mind.

## 3. Hours of Work

As per your contract of employment. All hours to be worked on a flexible basis to meet the needs of clients and the organisation. Staff who work more than six hours per day will take an unpaid lunch break of not less than 30 minutes.

## 4. Pay

No automatic annual increments are payable except for any cost of living increase which may be awarded to all employees at the absolute discretion of the Executive Committee.

## 5. Annual Holidays and Holiday Pay

The normal annual holiday entitlement with pay is 25 working days for full time staff and on a pro rata basis for staff working part time. In addition paid leave will be granted for all bank holidays (on a pro rata basis for part time staff) in each year.

## 6. Payments During Sickness/Injury

Staff who are absent from work for reasons of sickness, or injury sustained whilst carrying out their duties for Mind, will receive Statutory Sick Pay only in their probationary period and up to four weeks full Company Sick Pay in a 12 month period thereafter.

## 7. Pension Scheme

Under the Government pension regulations all eligible staff will be automatically enrolled into the Company Pension Scheme currently provided by Friend's Life. Staff contributions will be in line with the minimum percentage of gross basic earnings set by the Government. The employer contribution will be 3% of gross basic earnings. Additionally staff who are either non eligible or not entitled, under the regulations, may join the scheme and the same contribution levels would apply.

## 8. Subsistence and Travelling Expenses

Subsistence and travelling expenses are paid at rates determined by Hull and East Yorkshire Mind. Staff who work from home will have the first 10 miles deducted from their daily mileage claim.

## 9. Trade Union Membership

Employees have the right to join or not to join a Trade Union.



# Strategic Plan 2019-2022 (v3.0)



Hull and East  
Yorkshire

Our **Vision** is that we won't give up until everyone experiencing a mental health problem gets both support and respect.

Our **Mission** is to work with partners to intervene as early as possible, providing advice and support to empower and give hope to anyone experiencing a mental health problem. We campaign locally

## Aim 1: Changing People's Lives

To enable individuals to make informed decisions that support them to achieve their personal goals

To reduce reliance on mental health services and promote independent living

To enable individuals to move into and maintain mainstream employment, volunteering and learning

## Aim 2: Changing Opinions

To influence policy makers to ensure mental health is a higher priority

To support individuals to ensure their voice is heard and they are able to influence the way services are provided

To ensure the general public has a better understanding of mental ill-health and how it can affect people

## Aim 3: Helping More People

To develop new services for children and young people, diverse communities and people experiencing suicidal thoughts

To develop additional long term housing provision

To develop a programme we offer to employers to support their employees

## Aim 4: Organisational Excellence

To continually evaluate our work and develop methods to benchmark ourselves against other providers

To ensure our governance is robust and effective

To ensure the team has the expertise and capacity to deliver both quality and growth

To increase our non-statutory income

## Our Values

**Respect** – Accepting all others, respecting their beliefs needs and wishes

**Compassion** – Being compassionate towards people and each other, promoting wellbeing for all

**Safe** – Delivering services with honesty, professionalism and accountability within a framework of an enterprising and sustainable business model