



DIRECTOR OF HEALTH AND WELLBEING

Candidate Brief

September 2020



MORDEN COLLEGE

Interesting People Living Life to the Full



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WELCOME



Thank you for your interest in being our next Director of Health and Wellbeing.

For so many reasons this is a seminal moment for the care sector in our country; and in this respect Morden College is no exception. The successful candidate for this role will join us at a time of change, for certain; but also at a moment of huge opportunity for this Charity, and for the older people we are privileged to support. We are ambitious, not necessarily to be the best, but to simply stand alongside the best.

The Charity's principle purpose is to provide homes and support for older people who are in financial need. We have been providing homes for over 300 years. The support services we provide, including care services, have developed over the centuries, and continue to evolve. For example, the Charity is currently a few months from opening a new centre, the John Morden Centre, a beautifully designed and innovative space for older people to spend time in, to socialise and enjoy the wide range of facilities that will be provided there. This project itself seminal, a major undertaking that is focused solely on bettering the quality of life of older people, and enabling cultural change at Morden College.

During 2020, thus far, the focus of our operations has been to keep our circa 300 resident beneficiaries, and our staff, safe from the coronavirus. It has been an immense undertaking for our whole community of residents and staff. Thankfully the Charity has not experienced a case of Covid-19 on any of its sites so far, nor in our residential Care Home. The crisis has also taught us a great deal, challenged how we operate and how we think, and challenged too aspects of our culture. We had spent 2018/19 reviewing what we do, our strategies, and writing a new Business Plan. The pandemic crisis has now challenged some of the assumptions that underpin that Business Plan. We are therefore



beginning a further review of our organisation, and principle objectives, so that we learn from the experience of the crisis, with the aim of developing a revised plan that will drive the Charity forward for the next few years.

It is an exciting time indeed, and whoever is appointed as the Charity's next Director of Health and Wellbeing will be centre stage, able to shape how the College develops, and lead a substantial team into the future. It is a unique opportunity to forge new thinking and new ways of working; build new professional relationships; and bring to fruition new ideas including the innovative use of technical/digital solutions that support living at home for longer, in later life. It is an opportunity we are seized by, and we hope very much you are too.

David Rutherford-Jones CB
Chief Executive

ABOUT MORDEN COLLEGE

Introduction

Morden College is a Charity dedicated to supporting older people.

Founded in 1695 by the pioneering merchant, Sir John Morden, the College has been at the forefront of enriching older people's lives for more than **300 years**.

Today our core purpose is to provide older people who are in need with a home for life, to support them as they grow older, and to provide care services, including residential care and residential nursing care, if the need arises.

We are a strong community, committed to enabling the older people we support to have the highest quality of life, for the rest of their life.

Governance

Morden College is governed by a board of trustees who are drawn, in the main, from the Court of Aldermen of the City of London.

Trustees are appointed on the basis that they possess the appropriate range of skills and experience that will assist the future growth and development of the Charity. Where it is recognised that skills and experience needed are not met from the Aldermen group, the Charity will appoint externally and has done so to good effect.



What we do

Morden College spends a little over £11 million each year, and offers three types of **residential care accommodation** as well as financial assistance:

Independent living accommodations

comprising 245 units around Blackheath and Beckenham

The Quadrangle:

35 flats that offer independent living accommodations with hotel services

Cullum Welch Court:

A registered 24/7 **residential care home** with nursing and a dementia unit

Limited Financial Assistance

for older people who are either living at the College or somewhere else, taking the form of either single grants or continuing annual grants.

Our ethos – The Morden College Way

We work and live with the common aim of treating others as we ourselves wish to be treated

We are courteous, forgiving and generous, and preserve the privacy and dignity of others

We pass the time of day with one another

We listen to what others have to say, encouraging people to speak for themselves

We are careful not to assume people cannot do things for themselves

We care about how we look and how we appear to others

We are patient, realistic, gracious and always helpful

We are interesting people of integrity, living in community, for the good of all

Our strategic aims

Enable a life lived in independence.

Most of our current beneficiaries live in homes the Charity provides. In future our beneficiary population will expand to other older people living at home in our local communities. Our approach is to encourage independence in living for as long as individuals and couples are able to live independently. However, we recognise that increasingly, as people live longer, some will need more support than the Charity currently provides.

Provide care through life until the end of life.

Morden College recognises that it is no longer as simple as being an almshouse providing homes for older people, which is how the Charity was founded. For some time, the Charity has offered its beneficiaries care services: Domiciliary Care in Blackheath only; Residential Nursing, Dementia and End of Life Care for all; GP services and Physiotherapy for all; subsidised Chiropody, and oversight across all the community by a Community Nursing team. We will continue to provide care through life until the end of life; however, we are conducting a full review of all these services to identify where the priorities lie in future, and adjust as necessary.

Grow the College community into our local community.

Sir John Morden's Charity has provision for an outreach scheme. Currently this is about providing a pension top up for older people in need, throughout the Nation and for some expatriates living in Europe. We do not know these people; they are selected through agents. In future we intend to change the focus of our outreach scheme, to being one more locally based. In effect the Charity will be expanding the community of the College into our local community by reaching out to older people who need support and wish to remain living at home.

Sustain Sir John Morden's Charity for another 300 years.

The Charity is strong financially, the result of 300+ years of competent stewardship. Sir John Morden, we assess, wished his Charity to last in perpetuity, which is why he endowed the trust well, and permanently. Currently, other than the refocusing the Charity's outreach scheme, which will increase overall beneficiary numbers, we have no plans for major expansion. Rather one of our themes in the next few years is consolidation, a part of which is to ensure Sir John Morden's Charity survives another 300 years +.



Our future plans

In 2018/19 we commissioned a review in anticipation of the end of the 2015-2020 business plan and earlier this year we developed a new forward plan to take us up to 2025.

Since then the world has changed considerably, which required us to take decisive action to address the immediate threats to the wellbeing of the people we support as well as re-evaluate the assumptions that informed our future plans.

Our principle objective remains unchanged, which is fundamentally about modernising and professionalising every aspect of our work, to the benefit we hope of the 300 or so older people who currently live with us.

Our purpose remains unchanged – the provision of homes and care for older people, many of them in frailty.

The task facing the College in the lead up to 2020 was to evolve the homes we offer into modern living environments that are safe and enable a high quality of life throughout an older life lived in independence and offer relevant support services, including care, for when the need arises. The challenge going forward is to evolve the support we offer, centred around a Health and Wellbeing department that has the facilities and skills necessary to meet the requirements of older people into the mid-21st century.



Developments in recent years

We have just finished a programme to upgrade every one of our 245 independent living flats and we have refurbished our 60 bed residential care home, creating also a sensory garden with an orangery specially designed for those of our residents living with dementia to enjoy.

In 2016 we opened the new Alexander Court, the first residence (of 30 flats) the Charity has built specifically designed with frailty in old age to mind, including full wheelchair access within every flat, wet rooms, and digital redundancy built into the structure of the building that will provide options going forward.

We have also opened a new domiciliary service which currently serves one of our two independent living sites. The intention being to expand this at-home service, not only in regard to what support, care and non-care, the service provides; but to ensure the service is accessible to all our beneficiaries to choose, who need such support.

Our Care Home is now fully qualified as a place for end of life care, an area we are keen to be a market leader in.

In 2018 our regulated care services, residential and domiciliary, were graded overall GOOD, achieving the individual grade of Good in each of the CQC's five disciplines.

The College hotel services have achieved Hospitality Assured accreditation.

Find out more about what we have been doing in our [2019 Annual Report](#).

Workforce development

People are what make our work possible and investment in training and development underpins our success.

A few recent highlights include:

New training initiatives

have brought annual dementia education for all, regardless of role or appointment

The College has engaged all its managers in a

leadership development programme

We have

introduced young apprentices

in our kitchens and maintenance teams

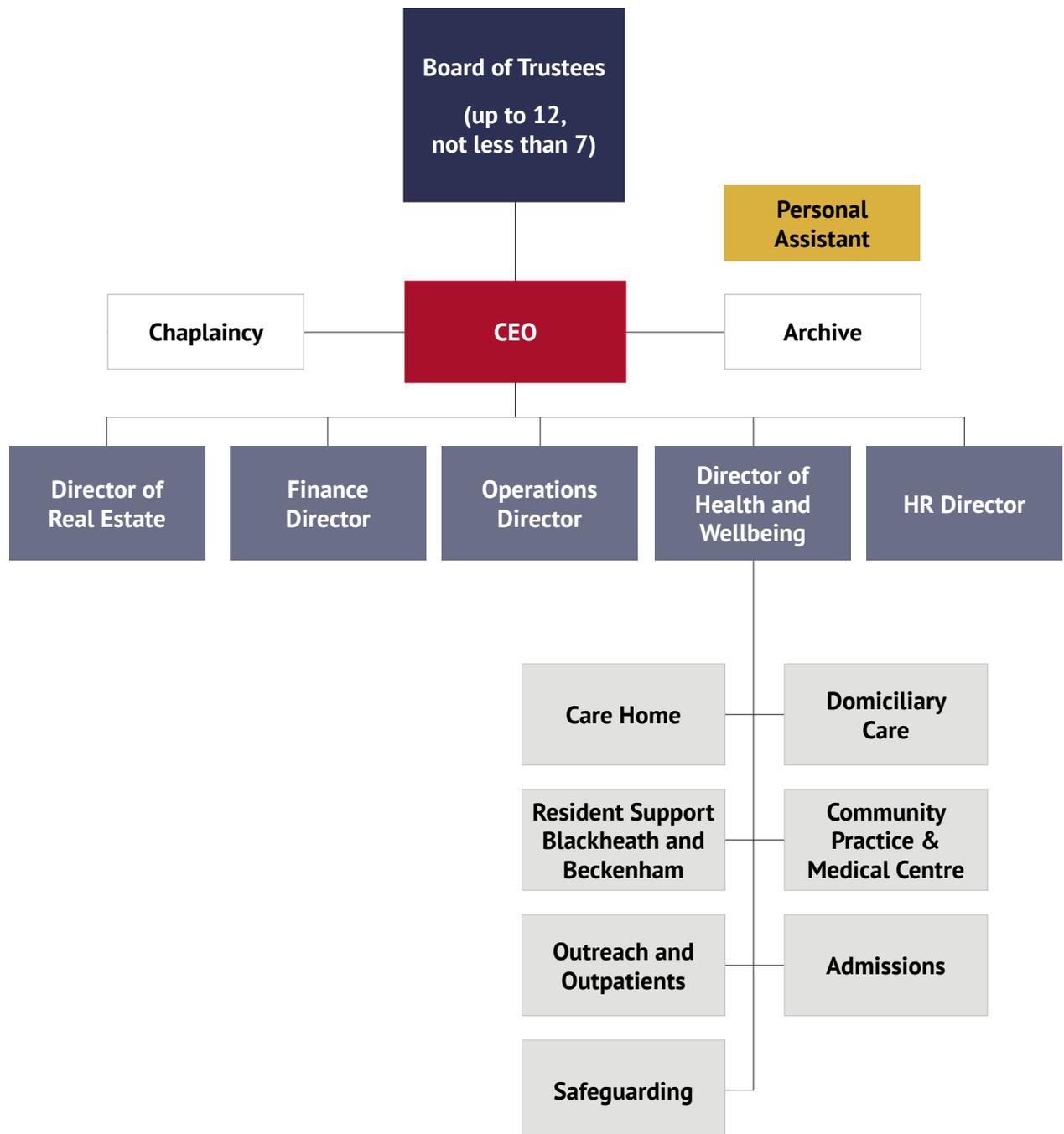
We are proud to be in a collaboration with the Universities of Greenwich and London South Bank to

support and encourage student nurse education through placements

so far 12 student nurses have worked at Morden College

ORGANISATIONAL CHART

Senior leadership and Health and Wellbeing



JOB DESCRIPTION

Job title:	Director of Health and Wellbeing
Remuneration:	£80,000
Hours per week:	35
Location/Department:	Care
Reports to:	Chief Executive
Direct Reports:	Registered Manager Cullum Welch Court, Practice Nurse, Resident Support managers x2, Registered Manager Domiciliary Care/Clinical Lead
Budgetary Control:	Yes
DBS Disclosure:	Enhanced
Date Prepared:	August 2020

Job summary/purpose

To provide the principal lead in all matters relating to the Wellbeing¹ of residents at Morden College by developing relevant policy and planning strategy, and advising boards and committees; by providing leadership on Health² and Wellbeing for residents; by providing leadership to the staff directly engaged in supporting Health and Wellbeing for residents; by ensuring that staff skills, performance, motivation and development match service needs and customer expectations.

¹ Wellbeing at Morden College is defined as being about the comfort, health, happiness and safety of the Charity's beneficiaries.

² Health specifically refers to a person being of good physical and mental condition for their age as much as possible free from illness, and able to resist illness and disability. Health incorporates the physical delivery of care services: nursing, residential, dementia and other.

To this end the incumbent's primary areas of accountability and responsibility include maintaining and improving the Health and Wellbeing of residents through the provision of effective high quality physical and social care services, and leisure and meaningful activity services. This includes providing regulatory and legal compliance and assurance. Directorate of Health and Wellbeing is the principal supported Department at Morden College.

Crucially, this role is about setting the conditions that will ensure a better focus by the Charity on the Health and Wellbeing of all our residents and, in future, non resident beneficiaries; reinforce our residents' independence by empowering them and providing them with choice; as well as, and as appropriate, the physical delivery of effective care services by the staff.

Key duties and responsibilities

Member of: College (Senior Leader) Management Board
College Health and Wellbeing Committee – supporting the trustee Chair
College Admissions Panel
College Welfare Committee

Attends: College Trustees Main Board meetings
Other sub committees as required

Key stakeholder

This appointment is responsible for maintaining good and beneficial relationships with the following stakeholders:

Internal: Morden College Trustees, Trustees' Advisor on Care, Residents, SLT, staff group, families and next of kin of residents

External: NHS, South East London Integrated Care System, Vanbrugh and Elm House GP practices, Royal Borough of Greenwich and Bromley Borough, local hospitals, CQC, Adult Social Care, the London Group (RHC, Charterhouse and others who join the London Group).

Key outputs

1. Development of Health and Wellbeing strategies and policies.
2. High quality nursing and domiciliary care, medical and social care, and good support throughout the resident community in Independent and Supported Living as well as in the Care Home, in order to secure a high quality of life for the charity's beneficiaries throughout their life at Morden College.

3. A skilled motivated staff group and a culture of accountability, openness, enablement, customer care, and performance, with behaviours that reflect Morden College's aims, core values and the Morden College Way.
4. Co-ordinated secure flow of relevant client information between all teams involved in resident Health and Wellbeing, so as to manage risk and deliver a joined up, holistic, well-coordinated and personalised service(s) with positive outcomes for residents.
5. Regular search into the wider care sector, to identify best practices; interacting with external stakeholders and representation at key sector events and conferences, or in reports, in order to secure a higher quality of life for the Charity's beneficiaries.
6. In addition to advising the SLT on matters relating to Health and Wellbeing, contribute more widely to the SLT business debates and organisational strategy planning to support the College in achieving its vision for the future.

Key outcomes

1. High Health and Wellbeing outcomes for all residents of Morden College, compared with the sector.
2. Resident and non resident beneficiaries have a positive view of the quality and appropriateness of Health, Wellbeing and Support services they receive.
3. Strong recognition and support from key stakeholders for the care and support of services at Morden College.
4. Good service efficiency, effectiveness and value for money.
5. Strong flow of residents into Independent and Supported living homes, and into the Care Home; and growing a base of non-residential beneficiaries, older people who live 'locally' and satisfy the Charity's criteria.
6. A growing reputation in South East London as a Charity that genuinely adds value to local communities and to older peoples' quality of life, in particular.
7. Morden College cognisant of best practice and advances within the care sector, including technology, nursing practice, dementia care and the latest independent living innovations.

Leadership

1. The post holder will lead Health and Wellbeing staff, and have a key role in developing and maintaining the right culture at Morden College.
2. The post holder will contribute towards staff motivation by: leading by example, focussing on results, and on customer (resident) need and feedback.

3. The post holder will exhibit and expect from their reports: accountability, openness and a learning approach. They will also manage performance through target setting and appraisal.
4. The post holder will deliver the charity's Vision and Mission by using excellent communications, collaboration, and partnership as needed. (Note: The Charity's current Vision and Mission as articulated in the 2020/23 Business Plan, which is currently under review as a result of lessons identified during the Covid 19 pandemic).
5. The post holder will keep abreast of best new technologies and take the lead on innovation within the Health and Wellbeing Directorate, piloting new ideas and projects for improvement and modernisation of holistic care.
6. The post holder will identify opportunities for quality improvement in the delivery of services.

Organisational

Accountable for:

1. In the area of Nursing, Personal Care (residential and domiciliary), Dementia Care Support (to residents in Independent and Independent Living - Quadrangle), Medical Centre, Physiotherapy, Occupational therapy accountable for regulatory compliance and assurance, safeguarding, and resident safety and risk management, policy and practice, service standards, and quality assurance, budget and resource management.
2. Good and effective governance in Health and Wellbeing, and appropriate KPIs.
3. Records and Data; including resident records, care and support activity records, service performance reporting and management within Data Protection, GDPR and the Caldicott principles.
4. Key processes including: admission policy and selection for admissions to Independent and Supported Living and to the Care Home; needs assessments; care and support plans; contributions policy; service health and safety, including medication management.
5. Liaison with: regulatory bodies, statutory agencies, local authorities, health and social care provider and the NHS on matters relating to the Charity's two GP practices.
6. The Charity's new (in 2021) Care Management System ensuring it is delivered fully, and that the Charity makes maximum use of the systems offered; that is reducing ultimately to zero the use of paper in Health and Wellbeing and in the management of care throughout the College.

General duties and responsibilities

1. To maintain confidentiality at all times and to comply with the College policy thus ensuring security in the management and use of information.
2. To contribute to close working relationships with all personnel and to help to build an open, honest and happy culture that facilitates learning, creativity and excellence of delivery.
3. To be empathetic and courteous to residents and their relatives, treating them with care and consideration at all times and referring any issues or incidents directly to management/nursing staff as appropriate.
4. To undertake any other duties at the request of the line manager which are commensurate with the role, including project work, absence cover and taking part in College events.
5. To operate in accordance with the College's policies and procedures as detailed on the College's website and intranet and as set out in the Staff Handbook and elsewhere, and ensure compliance with Safeguarding Adults policies, Care Quality Commission legislation and key lines of enquiry.
6. To work in accordance with the Health and Safety at Work Act 1974 and related College regulations; understanding the health and safety policy and ensuring that care is taken to protect the health, safety and welfare of residents, staff and visitors in Morden College. This will include reporting of faulty equipment to the relevant manager.
7. To undertake training as necessary in line with development of the post.
8. To participate fully in the performance management process and undertake Continuing Professional Development as required.
9. To achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
10. To ensure compliance with the General Data Protection Regulations 2016 and the Data Protection Act 2018.

This job description is not meant to be exhaustive and will be reviewed and amended as necessary to meet the changing needs of the organisation. It will also be used as the basis for determination of objectives and the contents will be used as part of the appraisal process. This job description has been agreed between the post holder and Morden College.

PERSON SPECIFICATION

Experience

- Senior leadership responsibility for health and wellbeing in comparable social care setting, which will have included statutory accountabilities and reporting, strategic and operational business planning, line management of senior care managers, management of income and expenditure budgets.

Knowledge

- Up-to-date knowledge of the legal and regulatory frameworks that apply in the UK for the provision and inspection of social care to vulnerable people and ideally for older people.

Qualifications

- A relevant management or health care qualification;

or

- Evidence of continual and up-to-date professional development relevant to the level of the role and scope of responsibilities.



Skills and abilities

- Leadership and people-management ability that inspires and motivates others (a balanced mix of support and direction, encompassing compassionate fair boundaries);
- Ability to provide strategic vision and translate this to operational objectives;
- Planning and organising skills in order to produce operational plans, manage projects and establish appropriate organisational business processes;
- Empathy and social skills in order to build effective working relationships with others, e.g. clients, supporters, decision makers and staff members;
- Effective negotiating, influencing and persuasion skills at the highest level;
- Excellent oral, written communication and presentation skills including the ability to present in public with gravitas;
- Effective team-working and collaboration skills;
- Financial and business acumen (assessing opportunities and applying resources effectively);
- High level of innovation demonstrated by practical examples of creativity.

Personal characteristics

- Compassionate, kind, open and honest;
- Respectful of the views and perspectives of others;
- Calm and flexible;
- Strong interpersonal skills (listening, questioning, assertive in nature);
- Integrity and humility.

Special conditions

- Willingness to undertake work outside normal office hours and to travel as required within the UK and occasionally abroad;
- Undertake other duties as may be required from time to time.

HOW TO APPLY

Application is by way of CV and a Supporting Statement, which should concentrate on your motivations and evidencing how your experience and skills meet the requirements. As a general guide your Supporting Statement should be around 1,000 words or two sides of A4.

For an informal discussion about the role, please contact our recruitment partners, NFP Consulting:

Simon Lloyd Director | NFP Consulting
07961 988 523 simon.lloyd@nfpconsulting.co.uk



Closing date: Monday 19th October 2020

Selection process

There is a three-stage interview process.

Stage 1: Pre-qualification interview

First round of screening interviews conducted by NFP Consulting via video. Candidates taken forward to the panel interview stage will be invited to complete online psychometric exercises.

Stage 2: Panel Interview – Monday 2nd November

First panel interview will be conducted by Morden College via video. There will be a pre-prepared presentation task.

Candidate taken forward from the Panel Interview will be invited to undertake a tour of the College in the week beginning 9th November.

Stage 3: Final Interview – Monday 16th November

The final panel will include the Chair of Trustees.

The intention is to hold the final panel interviews on-site at Morden College. If this proves not to be possible, the interviews will be conducted via video.

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to any aspect of the application and selection process, e.g. attending interview, completing online exercise. Any requests will not be taken into account in the selection process.

Please let us know if you would like to receive this information in a different format.

