



CANDIDATE PACK FOR DIRECTOR OF OPERATIONS



NAZARETH CARE
Charitable Trust



WELCOME

Thank you for your interest in becoming our new Director of Operations. This is a pivotal time to join us as we transform our services, grow our impact, and invest in our communities. We are ambitious for our future and proud of our legacy, having provided quality care for residents since 1861.

The last few years have been difficult for us as we worked to recover from post pandemic low occupancy levels and high agency expenditure. One of the benefits of being part of the global Sisters of Nazareth Group is that we were supported through this period and now find ourselves with much improved finances. This is a good time to join us and become part of a new and optimistic top team with a relatively new Chief Executive and Director of Finance. We are strongly motivated to achieve the brilliant basics and drive the organisation forwards.

Our residents are individuals of different religions and none, and yet the spirituality which is at the core of our services is an important aspect of the calm, safe and peaceful atmosphere you will find at a Nazareth House or retirement village. We are motivated to provide the best community experience we can for those living in our care, and our primary purpose is to provide a warm, supportive, and enriching environment for our residents, underpinned by our core values of love, compassion, patience, respect, justice, and hospitality.

We are always open and responsive to the needs of the times and we have diversified our provision of services to include Nazareth care homes and Nazareth retirement villages, as well as a nursery.

In our Director of Operations, we are looking for a future focused, operational leader who shares our values and who will inspire all of those who work with us and everyone who uses our services. We are looking at how we can strengthen our sense of identity as a group and deepen our service impact. You will be a quality driven, outcomes focused leader who can both design and execute meaningful approaches to delivering high quality services in an innovative, commercially viable and sustainable way but who also understands that even the best plans only succeed if people understand and contribute to them.

You will be a proven operational leader of both services and people, in a complex organisation. You will have personal experience of embedding quality improvement and you will have a good understanding of the commercial and operational reality of leading a sustainable business in the social care sector. Reporting into the Chief Executive and the UK Regional Board of Trustees, you will join a committed team of professionals.

The ability to work collaboratively both internally and externally are crucial, and you will drive change, improvement, and the sharing of best practice, whilst building trust and developing effective relationships with all our staff and stakeholders. If you believe you have the vision, values, and skills we need, and are excited by the opportunity to work with us, we look forward to hearing from you.

Douglas Webb
Chief Executive

ABOUT US

Nazareth Care Charitable Trust is a not-for-profit provider of residential services to more than 700 people in the UK. It is part of the group known as The Congregation of the Sisters of Nazareth, a religious congregation with services in the US, Africa, Australasia, Ireland and the UK. The UK region consists of twelve care homes, known as Nazareth Houses, three care villages and a nursery across England, Scotland, and Wales. The regional office is in Finchley, North London.

The Sisters of Nazareth roots can be traced back to 1851 when Victoire Larmenier, a young novice in Rennes, France was sent to England. We are proud to celebrate and extend the legacy and compassion inspired by the Sisters of Nazareth.

Within most Nazareth Houses we have a community of Sisters who live on site and are led by a Sister Superior. The relationship with the Sisters is intrinsic to the successful operation of each home. Each Nazareth House has a care home, providing either residential or nursing care and each care home is managed by a General Manager. We are deeply committed to ensuring that all our residents are treated as individuals, regardless of faith, gender, or background. We are also committed to enabling residents' families to feel very much part of the care of their loved ones, and part of the family of Nazareth House. Our families tell us that this is one of the reasons they choose to live in a Nazareth House, even though some of our facilities may not be the most modern or up to date.

Our residents pay for their care in different ways, either funded by local authorities, the NHS, or private funds. Our Houses are inspected by the Care Quality Commission or the Care Inspectorate in Wales or Scotland. We have one nursery, co-located with our Nazareth House in Lancaster, and this is inspected by Ofsted. The UK Region has a committed and skilled board of trustees, consisting of Sisters and lay members. It is chaired by the Regional Superior.

Many of the buildings operated by Nazareth Care are the original Victorian buildings, many set in substantial grounds. For the Charity to provide high quality care in the best possible environment, we continue to invest in the upgrade of properties. The planned upgrade of the site at Hammersmith started in 2023. Further large-scale capital developments will be part of planning for the future.

NCCT Group income exceeds £36m. We care for 700 older people, and we have over 900 employees.

OUR AIMS

Our Mission "We, the Sisters of Nazareth, aim to share the love of God through our ministries of care and education and our openness to respond to the needs of the times. Whatsoever you do to the least of my people you do to me. Words of Jesus Christ (Matt.25:40)". We are ambitious for our future and recognise that our group is our strength. Therefore, we want to create a stronger network of Nazareth Houses and retirement villages across the UK which have a consistent level of quality and are immediately identifiable as warm welcoming Nazareth care provision.

OUR PRIORITIES

- Good quality homes are what our residents deserve. We will work together to ensure all our provision is rated GOOD or better and we recognise that for some of our houses there is more work to do.
- Our people are important to us, and we will continue to invest in our staff to create a culture which is built on high levels of trust, openness and candour to ensure we have a consistent culture which is recognisable as our own.
- Our homes are long established, and some areas need attention. In order to do this, we need to invest in our estate to ensure our residents are cared for and reside in the most comfortable environment.
- To create dynamic and sustainable communities in our Houses we will explore opportunities to expand our services, serving new clients and communities.
- We will ensure that our business is improving its financial return to invest in our people and places.

OUR VALUES

Our core values are love, compassion, patience, respect, justice and hospitality, and these values are shared by all who work in and with Nazareth Care. Our aim is to ensure that all our homes are places of peace and tranquillity, with our staff team of 900 people, working effectively together to provide high quality care for residents and their families.

Our values give the Nazareth Houses and all our services their special spirit. Inspired by our Foundress – Victoire Larmenier – the Sisters of Nazareth have been putting these values into action, supporting and caring for those in need and by finding sometimes creative ways to express our values:

Love: Unselfish concern for the good of others is shown through patience, kindness, trust, hope, endurance, truth and a strong affection.

Compassion: Being open and attentive to the whole person, spiritually, physically and emotionally, we show empathy for the suffering of others and try to relieve that suffering.

Patience: In all circumstances we persevere calmly with understanding and endurance.

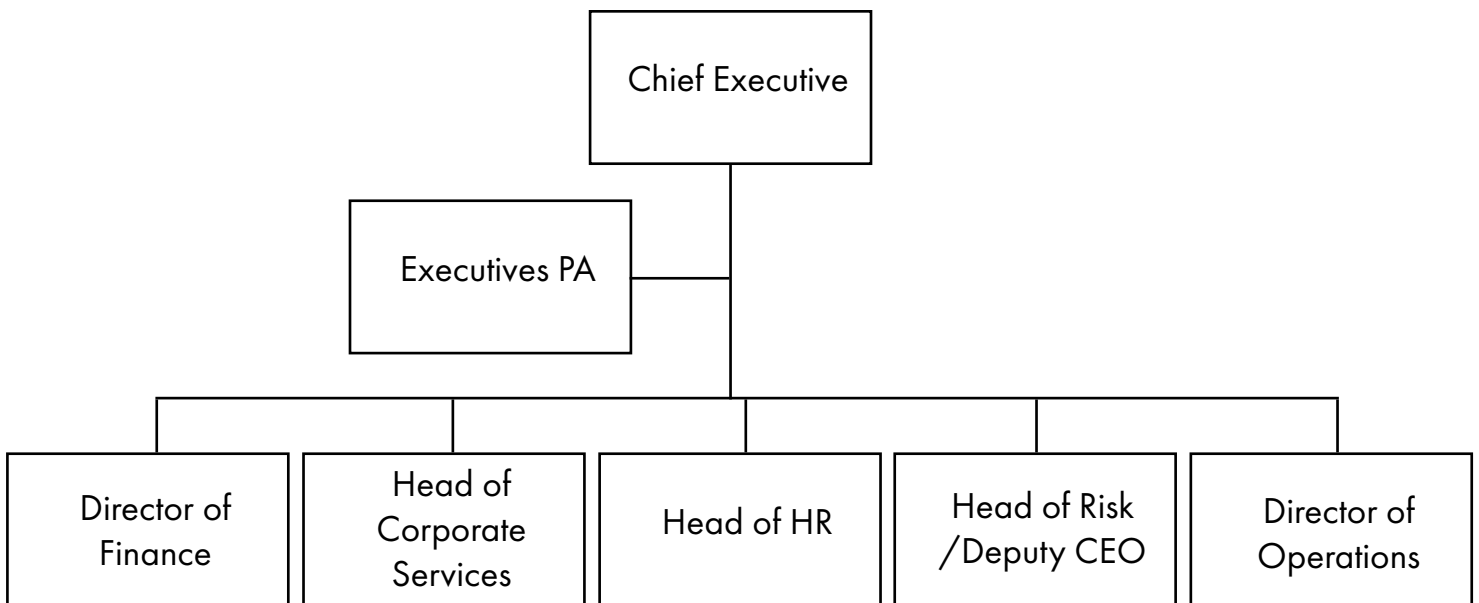
Respect: The unique dignity of each person is held in high esteem and with special consideration. Without exception, we show thoughtfulness, courtesy and care.

Hospitality: We welcome and receive all into a warm friendly and open atmosphere.

Justice: We uphold what is fair, decent, respecting his/her rights in a balanced and fair manner.

ORGANISATION CHART

The Director of Operations is a member of the Senior Leadership Team which comprises our Chief Executive, Director of Finance, Head of Corporate Services, Head of HR and Head of Risk. Reporting to the Director of Operations are two Regional Managers (North and South), both of whom are responsible for six care homes and one care village each.



ROLE DESCRIPTION/PROFILE

Job title:	Director of Operations
Reports to:	The Chief Executive
Key relationships:	Senior Management Team colleagues, Trustees, two regional managers, twelve General Managers, three village managers and one nursery manager.
Responsible for:	12 care homes, 3 retirement villages, 1 nursery, around 900 full and part time employees and 700 residents, £36m turnover.

ROLE PURPOSE

To provide operational leadership to Nazareth Care Charitable Trust services and to work effectively with the Senior Management Team and Board of Trustees in the delivery of the organisation's strategic objectives, business and financial plans and on achieving best practice in line with our core values. Ultimately accountable for the overall performance of the services, and for maintaining a commitment to the integrity of the organisation and its activities.

To ensure the long-term sustainability of Nazareth Care through good governance, sound financial management and effective and efficient delivery of services.

To drive quality improvement and innovation to ensure that Nazareth Care continues to broaden its reach to new communities of people.

MAIN RESPONSIBILITIES

- Ensure the mission, ethos, philosophy and values of the Congregation of the Sisters of Nazareth are practiced and upheld in all actions, recommendations made, and decisions taken.
- In partnership with the Senior Management Team colleagues and the Board, contribute to and deliver the strategic plan for the UK Region including the setting of direction, standards, and priorities.
- Work with the Senior Management Team and Board to develop a corporate strategy that ensures the organisation meets the developing needs of the community and becomes a provider of choice for people in the areas where we operate.
- To lead, motivate and develop all those working within the services, inspiring all colleagues to achieve the highest standards of performance, and putting our residents at the heart of what we do.
- Role model active, visible, and listening leadership skills. Lead and manage the operational team, ensuring best practice ways of working, transparency and accountability are visible throughout the organisation.
- Represent the Nazareth Care brand and ensure it is communicated internally and externally and that the core values underpin everything we do. Provide leadership on communications with statutory authorities, internal and external stakeholders and other audiences.
- Liaise with and support the House Superiors to enable them to fulfil their roles, ensuring that they are provided with all the necessary information in an accessible form.
- Work with the Regional Managers and House Superiors to recruit General Managers and other senior positions, and support, advise, encourage and appraise them regularly and set their objectives, ensuring that the facilities and business operations in the Region are run:
 - according to the Congregation's ethos and values
 - to the highest professional standards
 - to achieve a cash surplus for each facility and the Region as a whole.

- Act as the Registered Provider (or equivalent) for all registered care facilities in the Region, liaising with CQC, Ofsted, and local authorities (and their equivalents in each nation) to ensure that the highest possible standards of care are delivered.
- Ensure regular monitoring of key performance indicators, including service reviews and improvement plans, operational and financial targets and recommending and driving corrective action when needed. Create an open and transparent culture of regular budget setting, reporting and sharing of best practice around the region.
- Report to the Regional Board on:
 - operating and financial performance
 - progress against Regional and house plans & budgets including service improvement plans
 - regulatory issues e.g. compliance with care standards, health and safety, training
 - other major changes in the region and issues of significance.
- Review and update Regional policies and procedures, where necessary submitting them to the Regional Board for approval.



PERSON SPECIFICATION

PART ONE: KNOWLEDGE AND EXPERIENCE

- Outstanding track record of senior leadership experience, ideally at Director of Operations/ Chief Operations Officer or executive level, in an organisation of comparable scale.
- Deep professional experience in leading social care operations and with evidence of wider organisational leadership demonstrating a working knowledge of other functions including finance, marketing and HR.
- Detailed knowledge of the social care sector, preferably for older people's care gained from direct experience of working within it.
- Deep experience of complex operational management and leadership and having successfully delivered results in a similar environment.
- Proven experience of building and getting the best from a talented management team, ideally across multiple sites.
- Excellent track record of establishing new and diverse income streams and negotiating and securing funding and new contracts.
- Demonstrable experience of working with regulatory bodies to achieve positive outcomes.
- Proven experience in building a high performing culture and improving quality outcomes across an organisation.
- Demonstrable experience of governance, working effectively with a board of trustees.
- Evidence of developing organisational strategy and initiating and leading organisational change.
- Professional healthcare qualification, relevant post graduate qualification preferred and evidence of continuing professional development.

PART TWO: SKILL AND ABILITIES

- Proven organisational development and leadership skills.
- Good business and financial planning skills together with the ability to evaluate, assess and manage risk.
- Strong in people leadership and management – team building, people development and engagement.
- Results oriented and disciplined but able to work collaboratively to achieve the results.
- Strategically insightful, capable of bringing ideas and innovation.
- The authority, passion and communication skills to represent Nazareth Care with internal and external stakeholders, partners, residents and our Sisters.

PART THREE: LEADERSHIP STYLE AND ATTRIBUTES

- Completely aligned with and committed to the vision, values, ethos and continuing mission of the Congregation of the Sisters of Nazareth.
- Inspiring leadership, with the ability to engage and motivate stakeholders both within and outside the organisation.
- Insightful and with high levels of energy and emotional intelligence.
- Strategic focus but with the capacity and willingness to get involved in the detail as required.
- Collaborative and adaptable working style.
- Committed to excellent service quality.
- Respectful of the dignity and needs of residents and the Sisters.
- Willing to travel extensively across the Region, plus occasional international travel.

TERMS AND CONDITIONS OF EMPLOYMENT

REMUNERATION

This role attracts a salary of circa £100,000. Starting salary will be determined based on experience.

LOCATION

This role will be field based, with significant UK travel around the Nazareth Houses and with regular attendance at Nazareth House in Finchley, North London.

PENSION

We offer a corporate pension scheme with an employer contribution of 3%.

ANNUAL LEAVE

Twenty-five days a year plus bank holidays.

We are a caring compassionate employer, and the well-being of our staff is important to us. Our values underpin our organisation in everything we do, for our residents and our employees.

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact chris.milo@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <http://starfishsearch.com/jobs/nazareth-care-dir-ops> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 11th October 2024
Discovery conversations with the Chief Executive :	from September 4th onwards
Preliminary interviews with Starfish:	w/c Monday 21st October 2024
Final panel interview:	w/c Monday 4th November 2024