



CEO & Clinical Lead
Appointment Brief
March 2020



HarrisHill
charity executive search

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Welcome

Thank you for your interest in applying to become our new CEO and Clinical Lead.

Integrated Neurological Services (INS) is a unique charity. Founded in 1993 we offer long-term, holistic support to people with neuro disabilities, in particular Multiple Sclerosis, Parkinson's Disease and Stroke.

INS works closely with the NHS and local authorities to bridge the gap in their support services to people with neuro disabilities and we maintain support for people once active NHS input has ended. INS have contracts in Hounslow and Richmond providing health and wellbeing preventative services as well as supporting carers.

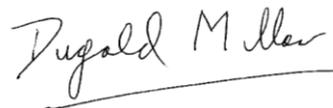
INS have developed a reputation for achievement and innovative approaches to integrated care in the community. We are passionate about providing support to ensure all clients receive ongoing, long-term professional support tailored to their needs. Our multidisciplinary team use an integrated model of care to encourage self-help and, through rehabilitation, education and support, enable people to manage their condition, to live as fully and independently as possible within their communities and achieve the best possible quality of life for them and their carers.

We have also recently reached an important milestone, our 25th anniversary, which provided us with the opportunity to reflect on what has been achieved and what we hope to achieve moving forward.

Following the recent decision by our previous CEO, Graham Collins to leave INS to take up a new position closer to where he lives in East London, the Board took the decision to appoint an Interim to provide oversight whilst we appoint to the substantive post.

Our new CEO will preferably be a therapist, social worker or nurse who can provide INS with the visionary leadership and networking skills to champion our ethos and continue taking us forward. Their priorities will be to champion and lead our clinical work, continue our local partnership working and look to increase funding by exploring opportunities in surrounding areas.

They will be expected to be ambitious and entrepreneurial, bring energy and a vision. They will have the ability to communicate the work, success and ambition of INS and be able to lead and motivate people effectively.



Dugald Millar
INS Chair

If you are interested in submitting an application and would welcome a confidential and discrete conversation, please contact our advising consultant Philip Nelson, Director at Harris Hill on 020 7820 7314 or via email at philip.nelson@harrishill.co.uk



About us

At INS, we focus on a person's abilities and not their disability. We have a comprehensive assessment process for each person referred to us, and we develop a rehabilitation programme which is centred around their needs, tailoring their treatment to goals identified by them, matching these to our therapies and activities that will help maintain and improve their overall health and well-being.

Although we are a relatively smaller and leaner organisation compared to recent years, we have continued to deliver a wide range of therapy and support services that have a positive impact on our clients enabling them to live fulfilling and active lives.

Our estimated income for 2020/2021 is approximately £563,000. Nearly half of which is derived from local authority funded contracts, a third from charitable trusts and foundations and the remainder from donations and earned income. Many people are also surprised to hear that we receive no funding from the NHS to support our clients who, sadly, are too often not viewed as a priority in these challenging times.

Our Vision

Our vision is to ensure all people with neurological conditions receive holistic, long-term professional support tailored to their needs; to maintain and improve their wellbeing, delay deterioration of their condition and/or its negative impact and to enable the best possible quality of life for them and their carers.

We aim to achieve this by both directly providing support from INS staff peers and volunteers and by upskilling other organisations to deliver on this vision.

Our Approach

Central to the design and delivery of all INS services, is a client-centred and holistic approach, looking at the whole person, both clinical and social, to maximise their abilities and reduce the impact of their disabilities.

The services are designed and delivered using a multi-disciplinary approach drawing on a range of disciplines that provides a truly integrated service that addresses all the person's needs — physical, emotional and environmental. Each client has a nominated keyworker with an agreed care plan and regular reviews to monitor their progress and symptoms. On average, our clients and their carers receive around 30 interventions through both one-to-one therapy and a choice of participating in up to 32 different group sessions a week, including condition-specific, exercise-based and social and creative groups.

Our clinical therapy services are delivered in group or individual sessions, whilst our social support services are normally run as group activities. Our social worker helps clients and their families to make practical plans and cope with the realities of living with a neuro-disability, dealing with issues like transport, statutory benefits, housing needs and care options. We have also trained volunteer befrienders to support isolated clients and run peer facilitation training courses.

Our People

INS benefit from an experienced and active Board of Trustees, ten members with a wide range of skills including financial management, fundraising, clinical expertise and marketing and three members who have neuro-disabilities.

In addition to quarterly Board meetings there is a structure of sub-committees where Trustees support key areas of work including clinical expertise, finance management, strategy and fundraising.

INS services are provided by an experienced and dedicated team of professionals, including clinical and non-clinical staff. Clinical staff include a Physiotherapist, Occupational Therapist, Speech and Language Therapist and a Rehabilitation Assistant.

Support staff include a Senior Social Worker who supports a team of volunteer counsellors and two community development staff who deliver services to our community. Whilst Back Office staff include a fundraiser and an Office Manager who supports 15 volunteers who provide a range of roles. IT, payroll and HR support are outsourced.

Commissioned Services

We provide both specialist and wider preventative services, all of which have been successfully renewed or extended. We have developed and delivered a successful community stroke service—commissioned by Hounslow Council since April 2008, and we have just won an enhanced 5-year contract in partnership with the Stroke Association (with INS as the lead) to continue to deliver the community stroke service for residents living with a stroke, and their carers.

We are a key partner with the Hounslow and Richmond Healthcare NHS Trust (HRCH) where we deliver the One You Hounslow Project, commissioned by Hounslow Council which aims to support Hounslow residents who are at risk of developing a long-term health condition, such as diabetes and cardiovascular disease, to partake in regular physical activities.

We also provide clinical and well-being services for residents who are living with a long-term neurological condition as subcontractors in the Richmond Council Community Independent Living Service. We deliver weekly group therapy sessions and we are also sub-contracted by the Richmond Carers Centre as part of their commissioned service by Richmond Council to support carers in the borough, providing clinical, social and emotional support to carers who are supporting people with a long-term neurological condition.

Partnership

We continue to focus on partnership, working with local statutory and voluntary and community sector organisations to reach more people with long-term conditions, plus their carers, and provide them with the long-term therapy and support that they need, which is uniquely provided by INS.

We have an established leadership role in Richmond and Hounslow — the Chief Executive sits on the Health and Well-being Board in Hounslow and on the NHS Strategic Transformation Partnership Delivery Board in Hounslow and Richmond to help develop a more integrated health and care delivery model in Richmond and Hounslow

We work in partnership with Hounslow and Richmond Community Healthcare NHS Trust (HRCH), with GP practices and other health professionals, including specialist community nurses. And we work closely with other voluntary and community organisations that deliver health and social care services to identify people who would benefit from our services.

Impact

Reducing social isolation for clients with complex neuro disabilities is a key outcome for INS. We also aim to improve well-being for our clients and the carers, ensuring that they are able to manage their health better, with fewer crises and emergency appointments or admissions.

All our services are evaluated using standardised outcome tools that set baselines to assess the 'journey of change'. Clients are involved at every level of the development and delivery of our services —this is through individual input, group feedback and discussions at our quarterly INSight Users' Group.

We have developed outcome measures which allow us to review the impact of INS services both individually for clients and carers and for the wider community. We have also mapped our care pathways to ensure they are underpinned by nationally recognised principles and provide a coherent framework.



Role profile

Title	Chief Executive Officer (CEO) & Clinical Lead
Remuneration:	c£65,000 per annum
Benefits:	28 days paid holiday pro rata
Contract:	Permanent
Hours:	37.5 Flexible
Location:	Twickenham
Responsible to:	Chair & Board of Trustees

Purpose

Our new CEO will provide the strategic, operational and clinical leadership to promote our ethos and achieve the aims of INS, demonstrating effective outcomes for clients and carers.

- Provide clinical leadership, leading on the design of INS services and ensuring their effective delivery and the effective management and supervision of staff.
- Devise and implement financial plans to ensure INS operates within budget and maximises income, including securing major contracts and grants.
- Maintain and enhance external relationships with commissioners, funding organisations, other voluntary sector providers and the local community.
- Horizon scan, locally and nationally, and develop strategies and relationships that help to respond to a rapidly changing external competitive funding environment.
- Be the main link between the organisation and the Trustees, providing advice and making recommendations to the Board.



Responsibilities

Leadership

- Champion the values and ethos of INS both internally and externally.
- Provide effective clinical leadership, implementing effective and holistic evidence-based practices.
- Encourage a values driven culture of excellence underpinned by collaborative and cross team working and which champions diversity and inclusion.

Strategy

- Formulate strategy and lead on planning process for the achievement of positive health and social-care outcomes for clients and carers, in collaboration with the Trustees.
- Horizon scan both locally and nationally, developing strategies and relationships that help to respond to a rapidly changing care and funding environment.
- Promote and facilitate the effective involvement of clients and carers in service delivery, improvement and development.

Clinical

- Lead the design of all INS services, ensuring activities are recorded in accordance with professional regulations, and evaluated to demonstrate effective outcomes for clients and carers to Trustees and external stakeholders.
- Ensure INS keeps up to date with clinical practice to drive forward innovation and good practice in the field of neuro support services.
- Ensure therapy provision, social work support and counselling services are delivered in accordance with professional codes, Care Quality Commission standards and NICE guidelines, and that these services are evidenced-based, holistic and aim to address client or carer needs.
- Ensure staff receive appropriate supervision, using external professionals as required, and that a programme of in-service development is implemented.

Financial

- Take responsibility for developing budgets, cash flow and all aspects of financial management to ensure services are delivered within available resources.
- Explore and utilise all available funding streams and applications in order to maintain and develop sustainable services.
- Lead the development of the annual income generation plan and develop new funding opportunities.
- Audit the performance management of contracts with commissioners and partners and sub-contractors.

Management

- Directly line manage and support key staff, ensuring roles are well defined, aligned with strategic and delivery plans, and performance is proactively managed and developed. Develop a robust performance framework, supported by appropriate IT, that provides clear accountability, delivers results, celebrates achievements and supports continuous improvements.
- Ensure volunteers are supported and their contributions to INS services are valued.
- Mentor, coach and support staff to empower them, foster their growth and development.

Operations

- Develop and implement the annual business plan, ensuring that the charity has the required functional and human resources available.
- Ensure the INS operational, clinical, financial, and governance structures and processes deliver continuous improvements and operating effectiveness.
- Establish and monitor key indicators of the organisation's impact, to demonstrate how we achieve our charitable aims and objectives, make a difference to the people we support, represent value for money, and deliver benefits to the wider society.

External Relations

- Build on and enhance our successful professional reputation and profile to a wide range of audiences.
- Represent the organisation at meetings, events, and public forums, to a wide range of audiences.
- Ensure the organisation uses a variety of media platforms effectively to raise our profile and produce high quality impactful marketing in all areas to promote our work and achievements and charitable objectives.

Compliance

- Ensure there is a culture of continuous improvement and compliance with all relevant NICE, NSF and DH & SC quality guidelines and Safeguarding policies.
- Ensure compliance with the legal obligations under the Charities Act, Companies Act, and be the registered Caldicott Guardian in accordance with The Caldicott Principles (2013).
- Develop and maintain effective operational policies and processes in all the charity's functions. Review and update scope and content to meet legal, statutory and regulatory responsibilities.
- Act as the SIRO and ensure the collection of data complies with GDPR.

Governance

- Build an effective working relationship with the Chair and Board of Trustees.
- Attend Board meetings and prepare required reports in advance of each meeting.
- Assist the Board with governance reviews, their training and development and the recruitment of new Trustees.
- Ensure all major risks are identified and regularly reviewed, that systems and procedures are in place to mitigate all such risks; be responsible for the development and implementation of the charity's Risk Register.



Person specification

Experience

- Senior leadership experience, working with managers and Board members, operating at an ambassadorial and a strategic level.
- Proven experience of managing operational and clinical delivery, engaging, supporting and motivating staff and volunteers to perform to the best of their abilities.
- Proven ability and significant success in leading partnership and joint working with both voluntary sector and statutory providers to achieve service improvements and deliver enhanced outcomes.
- Experience of managing rehabilitation/reablement services and leading multi-disciplinary working is essential. Experience of working with neurological conditions is desirable. Experience of successfully managing budgets.
- Experience of developing new and sustainable funding streams; with success in bidding for and implementing grants and/or contracts.
- Experience in business planning and performance monitoring and the ability to drive effective measurement of service outcomes.
- Experience of working within either a health, social care or charitable environment and working with the relevant legislation.

Attributes

- Committed to the vision and aims of INS including the provision of a holistic integrated service and the involvement of service users and carers in their own care planning and self-management and in wider service planning process, promoting the principles of equal opportunities and diversity.
- Proven ability, credibility and interpersonal skills to passionately champion the INS ethos and vision, communicate clearly and involve a wide range of internal and external stakeholders to successfully influence and negotiate desired outcomes.
- Highly skilled in forming and maintaining constructive partnerships.
- Skilled in effective decision making, negotiating, problem solving and report writing.

Knowledge

- Substantial knowledge and understanding of the health and social care system and an understanding of neurological conditions such as strokes, Parkinson's and MS.
- Wide knowledge of legislation and policy affecting the funding and commissioning of health and care services and the voluntary sector.

Qualifications

- Registration as a therapist, or social worker or a registered nurse.
- This position requires a disclosure and barring certificate (DBS) at enhanced level.



How to apply

If you would like to apply for this position, please forward:

- A CV outlining your employment history, non-executive and voluntary appointments, academic and professional qualifications and contact details.
- A Supporting Statement (no more than 2 x A4 pages)
 - Demonstrating how you meet the criteria outlined in the Person Specification
 - Outlining why you are interested in working for INS.
- Harris Hill Contact Information Form.

Please submit your completed application to philip.nelson@harrishill.co.uk to arrive by **9.00am on Monday 30 March**.

Please let us know if you will require any special provision should you be called for interview.

Timetable

Closing date for applications	Monday 30 March
Final panel interviews	Monday 6 or Tuesday 7 April

If you wish to have an informal discussion about the opportunity, have any queries on any aspect of the appointment process, or need additional information please contact our retained advisor **Philip Nelson** at Harris Hill on **020 7820 7314** or philip.nelson@harrishill.co.uk.

INS is committed to equality and diversity and encourages applications from all sections of the community. The job holder will need to provide evidence of their ability to work in the UK.