We believe that everyone has the potential to grow, learn and make choices.

Candidate Brief for the role of Quality and Risk Director at Turning Point

June 2021

**Contents:**

Welcome – page 2

About us – page 3

Our vision and values and our goals – page 8

Our finances – page 10

Job description – page 11 and 12

How to apply – page 13

Page 2

**Welcome**

I am Julie, I have been part of Turning Point for over 10 years, taking up the role of Chief Executive in April 2020 having previously been Group Managing Director for two years prior to that.

The world we operate in is always changing and the demands on our financial strategy, planning and delivery follow.

We are at the beginning of an exciting period of growth and transformation for Turning Point where this role will be central to us achieving the possibilities we see before us.

If you share our values, our passion and our belief, then we’d love for you to join us. We want the support that we provide to reach more people, so they can make changes and discover new possibilities in their lives.

I am personally really excited about exploring the possibility of you joining our team.

Julie Bass, Chie Executive

Page 3

About us

**Who we are**

Turning Point is a leading social enterprise providing health and social care services across England supporting people to improve their health and wellbeing whether that is at home, within the workplace or through our specialist services. In doing so we build upon 56 years of experience in the fields of substance misuse, mental health, learning disability, autism, acquired brain injury, sexual health, healthy lifestyles and employment support.

**What we do**

Our core business is delivering health and social care services for the public sector. Our mental health, sexual health, substance misuse, learning disability, healthy lifestyles and employment services are commissioned by local authority adult social care and public health teams and by NHS trusts and clinical commissioning groups, NHS England, Public Health England and the Ministry of Justice and the Department for Work and Pensions. Through our commercial ventures, we deliver upstream health and wellbeing services in the workplace. As a social enterprise any surplus is invested back into the business, ensuring that the value created is sustained over the longer term for the benefit of the people we support and for more people in the future

**2019/2020 Our year in numbers**

111,795 people supported:

45,590 by our mental health services

2,639 by our sexual health services

59,393 by our drug and alcohol services

987 by our learning disability services

1,593 by our employment services

2,593 by our healthy lifestyles’ services

Our people

4,748 employees

210 peer mentors

93 volunteers

43 student placements

£129m turnover

Services delivered from 307 locations

60% of employees have lived experience of the issues facing the people we support

91% regulated services rated Good or Outstanding

91% of the people we support feel safe within the service

93% feel treated with dignity and respect

**Maria’s story**

Turning Point welcomed Maria (not her real name) to Haven House, Nottingham, a 24 hours “Crisis House” providing support to people experiencing a mental health crisis. It is a friendly, therapeutic environment with a holistic approach, providing access to related services.

“When I came to Haven House I was in a rut. I had not received the help I needed for my mental health from local services. After being admitted to hospital, I came to Haven House and was offered the chance to speak to the Crisis team every morning.

Within a week of leaving Haven House, I was given my own community psychiatric nurse, whom I saw on a weekly basis. This came after months of being told that, despite my deteriorating mental health, I was on a list and would simply have to wait.

It was the catalyst to get the help I needed. Being able to speak directly to health professionals, meant they could finally understand my situation. The staff were wonderful; very supportive, highlighting my strengths and helping me learn skills that I have taken forward since leaving.

I now hold a Level 2 Peer Mentoring qualification directly from an organisation suggested by one of the staff. Furthermore, I volunteer for the NHS in mental health services, sharing my experiences. I plan to study mental health nursing at university.

Haven House gave me time to recharge my batteries. It gave me the boost I needed to start moving in the right direction.”

**Our specialisms**

**Mental Health**

Turning Point is committed to delivering the very best mental health support, at all stages of the mental health pathway. In 2019/20 our mental health services supported 32,780 people. Of those, the majority (21,100 people) were supported by our talking therapies services which offer face-to-face, online and telephone-based support for people with depression, anxiety and other common mental health issues. 8,265 were supported via our mental health helplines. Our community services supported 1,331 people – working together with people to achieve goals for improving their mental health and wellbeing. A further 1,688 people accessed our crisis services which provide a community-based alternative to hospital admission when someone suffers a mental health crisis. 180 people were supported by our specialist and forensic services which work with people with enduring mental health issues and 225 received support in supported accommodation – safe places to stay where people who need extra support can receive assistance with daily tasks such as shopping and cooking.

**Public health and substance misuse**

Our substance misuse treatment services provide person-centred support to both adults and young people with drug and/or alcohol issues and their families. Bringing together clinical, social and psychological expertise we provide a recovery focused support at each stage of a person’s recovery. In 2019/20 our substance misuse services supported 59,393 people. Of those, our integrated and other community drug and alcohol services supported 58,240 people, 556 people went through detox with us, 115 were supported by residential rehabilitation services, 324 were supported via the criminal justice system and we had 158 people living in supported accommodation.

people living in supported accommodation.

Working in the community and in 23 prisons, Turning Point’s specialist employment services work with people to help them overcome barriers to employment related to mental health issues, drug and alcohol use and involvement with criminal justice services. During 2019/20, we delivered employment focused support, vocational training and/or “in work support” to 1,593 individuals. Additionally, we have provided training and support to employers, Jobcentre plus and training providers to help them support employees or clients with mental health challenges or substance misuse issues to succeed in employment.

The improvement of health and wellbeing is at the core of what we do here at Turning Point, across all of our services. We know that individuals who are resilient, healthy and have a good sense of wellbeing will be better able to achieve their full potential, both for themselves and for those around their full potential, both for themselves and for those around 2,593 people.

Turning Point’s sexual health services provide accessible sexual health to all regardless of sexuality, gender identity, class, or ethnic background. We tailor our services to the needs of the local community – those living with HIV, people who are LGBT, sex workers, those from Black, Asian and Minority Ethnic (BAME) communities – as well as offering specialist help around emerging sexual health issues such as chemsex. During 2019/20 we provided 2,639 people with support or advice on issues related to sexual health and through our campaigning we break down stigma and celebrate good sexual health for all.

**Learning disability**

Turning Point has provided specialist support to people with a learning disability for over 25 years. During 2019/20 we supported 987 people with a learning disability across England, delivering high quality support for people with complex needs, including autism, behaviours that challenge, mental ill health and dementia. Our goal is to support people with a learning disability to have more choice and control over their daily lives. By asking the people we work with about their personal goals and ambitions, we have found opportunities to support their involvement in local volunteering and leisure activities. Through our supported living and outreach services, we support people as they develop independent skills, become active participants in their local community and gain training and employment to enable them to make a vital contribution to society. In our residential care services, we use technology and specialist aids to support people to maintain and increase their independence. We also specialise in delivering community-based support for people with a learning disability who have been detained under the Mental Health Act. We work with individuals providing specialist support and advice to help them improve their quality of life have greater ambition for their lives and to reduce behaviours that challenge which enables them to do this.

**Commercial ventures**

Turning Point’s Rightsteps team works with organisations to transform the health and wellbeing of employees to help create a work environment where people thrive. Rightsteps deliver industry-leading employee health and wellbeing programmes that are holistic, strategic and focused on prioritising mental health and wellbeing within company culture. In 2019/20 Rightsteps supported 12,810 people in the workplace.

**Richard’s story**

With staff that show ambition for Richard, he has achieved goals he never dreamt were possible. Ask him what he is most proud of, and Richard says, “After 16 years of living in hospital having my own home, it’s my home”.

Living in hospital was difficult for Richard. “I didn’t enjoy it. I felt angry a lot,” he says. “I would kick and hit staff, damage property, shout and swear.”

“During the ward rounds people would talk about me which I didn’t like. I felt like I was being pushed around all the time.”

Turning Point worked with Richard, his mum, his psychiatrist, the local housing association and the rest of Richard’s support team over a period of 8 weeks to get him to a stage where he felt ready to live in his own home with support.

“I felt nervous, but I was looking forward to starting again,” he says. A year later, Richard is still living in his own home, is gaining confidence and is proud of his home. He loves seeing family more often, goes out when he wants, works out at the gym and plays football. Now he has his own home, Richard is more accepting of help and support, seeking and listening to advice from Turning Point staff when he is anxious. He continues to make progress and have adventures — recently flying in a helicopter and training for a triathlon!

**Amy’s story**

21-year-old Amy has received support from a Turning Point health trainer to help with her diet and general wellbeing:

“There had been a great deal of upheaval, change and stress in my life over the past two or so years. I was struggling to come to terms with many things, including the sudden development of a large number of food allergies, weight gain, and mental health issues. The number of changes and adjustments that I had experienced and needed to make was overwhelming, and I felt out of control of my own life. Every time I tried to have a healthy lifestyle, I would quit and give up.

When I attended my first health trainer session, I was unsure of what to expect. I was surprised and pleased to be met with someone who was kind, non-judgmental and open to discussing what I wanted to get out of the sessions, letting me know what did and didn’t fall under their remit and exactly how they could help me.

We were able to discuss the changes in my life, and the difficulty I was having in adjusting my lifestyle to be healthy and maintainable. I was able to outline some concrete goals to work towards. Aiming to control my diet so I did not eat anything that made me ill; to figure out how best to fit exercise into my routine; and to find a way to practice self-care and help my mental health. I came to realise that I would always seek perfection, when in reality change is about taking small steps and keeping going even when you do something a little bit wrong.

By going to the sessions, I was able to talk with someone friendly and open about my situation and receive guidance that ultimately brought out my own ideas on how to improve my wellbeing and set me up with the tools to continue to improve.”

Page 8

**Our vision and values and our corporate goals**

**Our vision**

To constantly find ways to support more people to find new possibilities in their lives. The quality of our services means everything to us. The people we work with inspire us and in turn we look for new ways to foster positive change and growth. We owe it to the people we work with to shape the future in a way that values and improves all our lives. We try to ensure that everything we do is an expression of our guiding principles and values. We are committed to creating the best possible environment for the people we support and our staff.

**Our values**

We believe that everyone has the potential to grow, learn and make choices.

We are here to embrace change even when it is complex and uncomfortable.

We all communicate in an authentic and confident way that blends support and challenge.

We commit to building a strong and financially viable Turning Point together.

We treat each other and those who we support as individuals, however difficult and challenging.

We deliver better outcomes by encouraging ideas and new thinking.

Our vision and values are the heart of Turning Point; they are the essence of who we are, what we do and why we are here. Our vision is all about extending our reach, positively impacting as many people as possible and truly making a valuable difference.

Our values are evident through the work we do with the people we support, and we know that they are important to everyone. We want to acknowledge and reinforce that they are just as important in our internal behaviour and how we work with one another and in our systems and processes as they are in the way we support our clients. This is something we intend to focus on as we move forward. Our values must weave through absolutely everything we do and as a leadership team we intend to ensure that we can achieve this.

**Our corporate goals**

**People**

To recruit, retain and develop high performing individuals and teams who are driven by our values, passionate about delivering innovative, high quality services and who inspire possibility in each other and in the people we support.

**Quality**

To ensure that we deliver on our promises to our clients, customers and the people we support, meeting or exceeding their expectations in terms of both quality and cost.

**Diversification and Integration**

To extend our reach into services which improve health and wellbeing in the population. Working closely together as one Turning Point, sharing our knowledge and expertise, we will provide integrated services to the people who need them to simplify and improve their support.

**Growth**

To realise our vision through responsible growth and by retaining and increasing our market share for our existing products. their expectations in terms of both quality and cost.

Page 10

**Our Finances**

To ensure that we will be here tomorrow, the next day and into the future, we need to ensure our finances are solid, stable and sustainable.

We face numerous challenges in this regard, from in-contract cuts to our pension liabilities, but with careful management and continued innovation, we are confident we can grow and support more people.

We believe that an open and honest approach to our finances will prevent complacency and ensure everyone knows what we need to do, both as an organisation and as employees. As we state in our values; ‘We commit to building a strong and financially viable Turning Point together.’

**Income and Investment**

Turning Point has had a good performance this year, achieving a turnover of £129m and generating an operating surplus which has been reinvested back into the organisation and our services. The key drivers of our improved performance are a key focus on driving greater systemic efficiency and continued innovation particularly in blending digital solutions with face-to-face support enabling us to deliver services in new ways with the added value of increasing accessibility and flexibility to the people we support.

Our operations have seen quality maintained to a high standard with all our substance misuse services achieving good or outstanding and 91% of all our services being rated good or outstanding by the CQC. The health and social care sector continues to operate in a challenging environment with reductions in funding from commissioners, increases in National Living Wage and increases in pension contributions. Turning Point has met these challenges by continuing to invest in our people, processes and technology so that we are engaging with the people we support even more effectively.

The performance in the year has built on the financial planning in recent years. The operating surplus has been reinvested in the business to finance future growth and success for all of our stakeholders.

The external backdrop will always be challenging, working as we do in a highly commercial, competitive landscape and with a large proportion of our income coming from a reducing public sector funding stream. Our organisation thrives because we believe that these challenges drive us to find ever more resourceful ways to meet the increasing needs of the individuals we support now, and those we will support in the future.

Page 11

Job Description

**Job title – Quality and Risk Director**

**Purpose**

As a member of the Operating Board, this role will develop and lead Turning Point’s safety, quality and risk strategy that reflects our vision and ambition to reach and effectively support more people to discover new possibilities in their lives.

**Main accountabilities**

Develop a quality strategy that leads us from a compliance model to a continuous quality improvement model resulting in market leading quality service delivery.

Lead the implementation of the quality strategy including development of our quality assurance processes, systems, capabilities and culture required

Partner the clinical practice to ensure that clinical systems, processes, policies and risk are completely integrated with other operational systems, processes and policies and that together they enable great service quality and outcomes.

Establish a compliance framework approach as the “bottom rung of the ladder” to ensure priority is given to mandatory, statutory and safety related activity and that changes implemented are routinely monitored, reviewed for effectiveness, reported and follow-up action is taken.

Lead our approach to safe service delivery including health and safety, safeguarding and supporting the creation of a psychologically safe culture

Lead the organisations risk management framework for Turning Point including the implementation of corporate and operational risk policies, processes, controls and behaviours required.

Ensure our services are developed in line with external best practice, coaching our management population on the changes required.

Lead and develop a team of risk and assurance professionals to provide evidence-based assurance that the requirements of quality and regulatory compliance are being implemented effectively and sustainably.

Role model the leadership behaviours to improve our service quality, performance and outcomes.

Advise and coordinate the response on urgent service improvement projects, ensuring learnings lead to continuous improvements.

Build effective relationships with external bodies including the CQC on regulatory matters.

Reporting to Chief Executive.

Key relationships: Operating Board, Head of Risk and Assurance, Medical Director, National & Regional Heads of Operations, key functional Heads and External Stakeholders (Regulators, Central and Local Government, Consultants).

Reporting lines: Head of Risk and Assurance.

**Person specification**

**Key skills/Experience:**

Substantial experience of working in and understanding the health and social care environment.

Substantial experience of leading quality and risk teams with organisation wide impact.

Evidence of implementing change, delivering quality improvement and building market leading quality.

An inspirational leader with excellent people skills.

Evidence of strong interpersonal skills working to change behaviours in front line care role and being able to influence and demonstrate impact at Board level.

Experience of working with CQC regulations.

Clinical qualification and experience desirable.

A demonstrable track record of setting high standards and innovating, with the ambition to set an example rather than simply to comply or follow.

Track record of success in a relevant senior leadership role in UK health and social care, whether in the public, private or voluntary sector.

A thorough knowledge and experience of the application of quality systems and risk management approaches almost certainly within the UK health and social care sector (candidates who have recent relevant UK experience, i.e., in the last five years but are currently based outside the UK will also be considered).

Significant experience of operating within highly regulated sectors, ideally with direct experience (whether as part of a regulator or a provider) of leading regulatory matters.

Candidates will have the independence-of-mind, character and judgement to tread the line between policing and supporting the organisation.

Page 13

How to apply

**Key dates**

Closing day for application is 23rd July 2021.

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson w/c 2nd & 9th August.

The final interview process with Turning Point will take place on 23rd August 2021.

**How to apply**

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at: [www.odgers.com/83048](http://www.odgers.com/83048)

If you are unable to apply online, please email: [evie.day@odgersberndtson.com](mailto:evie.day@odgersberndtson.com)

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist Turning Point in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

**Personal data**

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/ application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone’s

information or details (e.g.: referees) who have not previously agreed to their inclusion.

**Contact details**

For a conversation in confidence, please contact: Sarah Wright: [Sarah.Wright2@odgersberndtson.com](mailto:Sarah.Wright2@odgersberndtson.com).

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact [evie.day@odgersberndtson.com](mailto:evie.day@odgersberndtson.com).

Also, if you have any comments and/or suggestions about improving access to our application processes please do not hesitate to contact us: [response.manager@odgersberndtson.com](mailto:response.manager@odgersberndtson.com).