

Candidate Pack:

Director of Chaplaincy & Spirituality

July 2023

Reference: UAFMQ

An Introduction from the CEO

Thank you for your interest in the position of Director of Chaplaincy and Spirituality for Methodist Homes (MHA). It's a crucial role within our Executive Leadership Team (ELT), providing leadership not only for the ongoing development of our chaplaincy and specialist services, but also in terms of our relationship with the Methodist Church and wider faith communities. Additionally, alongside ELT colleagues, the postholder plays an important role in the ongoing corporate leadership and management of MHA and the development of its strategy.

MHA has a proud 80-year heritage, built on the vision of our founder Rev Walter Hall. Today we're one of the UK's largest charity providers of care and support for those in later life, focussed on nurturing mind, body and spirit through our care homes, retirement living settings and community schemes. We have one of the highest overall quality ratings in the sector and a range of specialist services, supported by charitable giving, which truly enhance the daily experience of our residents and members. These include chaplaincy across all our homes and retirement living settings; music therapists for people living with dementia; ongoing innovation and a lived commitment to support residents, their loved ones, and our colleagues in relation to end of life care.

Having joined MHA as CEO in February 2018, I have been so impressed by the compassion and dedication of our teams across the organisation – and this was truly tested during the pandemic and not found wanting. But one thing that did strike me was that we could achieve even more if we could break out of our silo working in some areas and work more collaboratively together. This led to the launch of our One MHA five-year strategy, focusing on our services working more closely together to form collaborative communities; reviewing our care home and retirement living models to ensure they're fit for the future, as well as our infrastructure; continuing innovation to enhance later life for our beneficiaries; and better support and development for our people - our key asset.

By January 2020 our strategy was coming to life, with increasing coherence across MHA, galvanised around our mission to enable people to live later life well. Occupancy and quality were at sector leading levels, and we were increasing the reach of our community-based services. But then came Covid-19 and consequently we had to push the strategy timeline back to 2025, and focus on the exceptional challenges facing our colleagues, members, residents and their families. Throughout the pandemic our values held strong, and we supported each other during the most difficult of times.

But Covid-19 has left an imprint that we are still working through, particularly in relation to our occupancy, staffing and finances. We are making sure and steady progress, but we are still very much in rebuild mode and having to make some significant decisions to ensure that MHA is best placed to sustain its work, vision and influence into the future.

As we celebrate our 80th Anniversary, our work remains as vital as it did in 1943. We face huge challenges through lack of Government support and funding, and within 20 years the number of people aged over 80 will double and those needing care and assistance with daily living will increase by 50%.

We are looking to appoint an individual who shares our passion and embodies the strong values-base of our organisation. The successful candidate will bring significant experience of a personal and practiced faith, leadership of sizeable chaplaincy services, experience at a senior management level, excellent communication skills and good business acumen. Alongside leading and developing our chaplaincy service, the role is also responsible for the ongoing development of our specialist services and research. This role is part of our ELT, so the successful candidate will need to feel assured in a corporate leadership capacity.

As a charity, we work closely with our Board of Trustees, who seek assurance from ELT, to ensure the organisation is well governed. This assurance is gained at every Board meeting and through Board sub-committees which scrutinise the detailed papers they receive and through visits to our services.

I hope you will find this opportunity of interest.

Sam Monaghan, CEO

About MHA

As one of the largest charity care providers for older people in the UK, we offer some of the highest quality care, accommodation and support services throughout Britain. Our mission is to inspire the best care and wellbeing at every stage of later life. With an annual income of over £269 million in 2022/23, MHA is one of the most well-respected care providers in the sector. The majority of this income is derived from fees charged for services provided, but we are fortunate in receiving donations in the region of £4 million per annum, many of which are from the Methodist community. These enable us to deliver specialist services rarely found in other organisations, such as dedicated chaplains and music therapy for those living with dementia.

MHA delivers a range of high-quality services to 19,000 individuals, helping reduce loneliness and isolation by creating communities that care:

- **4,800** older people living in our care homes.
- **2,700** older people living independently in retirement living communities, with access to social and leisure facilities and flexible care when needed.
- **11,500** older people living independently in their own homes with the support of our community services across Britain.

MHA's services are delivered by over 6,500 dedicated staff and enhanced by the commitment of over 3,000 volunteers. As a charity, MHA aims to provide good quality services which represent excellent value for money. Its entire surplus is reinvested into providing services for older people now and into the future.

You can read more about MHA and its financial position in our annual report and accounts.

MHA'S MISSION, HERITAGE AND VISION

Our Mission is to help people *live later life well*. Society in many ways has changed beyond all recognition since our charity was formed in 1943, but our work is as relevant today as it was then.

In fulfilling our Mission, it is our vision that by 2025 we will have connected our communities, realising our potential as One MHA, to increase the reach, impact and quality of care and support we provide to older people in later life.

We want MHA to become the role model for care, accommodation, and support services for older people in Britain. We are ambitious to improve and grow our services with a capital development plan to invest in care homes, housing and community-based services.

Our strategic objectives are:

1. Reshaping care and later living – defining our vision for future models of care and later living, establishing new services which align with sector reforms.
2. Connections – strengthening collaboration between our beneficiaries, services, central support and partners.
3. Enhancing later life – influencing policy and enriching the experience of later life through innovative practice.
4. Fit for the future – developing effective infrastructure, enabling efficient processes to support sustainable service delivery.
5. People – valuing, supporting and developing our people's potential in an inclusive culture.

MHA'S VALUES

MHA's three values are integral to our work. MHA's values remain consistent through time and do not vary with changes in the political, economic or social environment. The values provide guiding principles and underpin MHA's policies, strategy and behaviours on a daily basis.

Inspired by our Methodist roots, we:

- **Respect every person, treating them with dignity**
- **Nurture mind, body and spirit**
- **Inspire the best in each other**

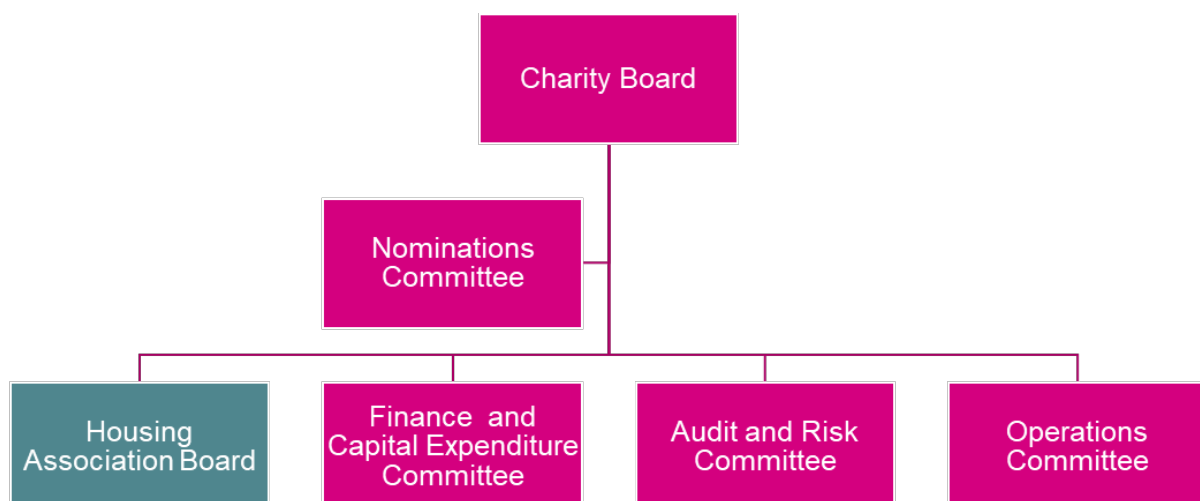
Our chaplaincy service is available in all our homes and retirement living schemes providing pastoral support to older people, staff members and the relatives of our residents – for those of all faiths and beliefs. Our chaplains enhance the nurture of mind, body and spirit, and well-being on an individual and group basis. Regular worship services are provided for those residents who wish to take part.

OUR GOVERNANCE

MHA is the term used to describe the parent charity Methodist Homes (which used to be Methodist Homes for the Aged until 2011) and/or the group comprising the charity together with its two subsidiaries:

- Methodist Homes (MHA)
Charity (Registered Number 1083995) and Company limited by guarantee (Number 4043124)
 - Methodist Homes Housing Association
Registered Provider (Number LH2343) with charitable status and Industrial and Provident Society (Number 21860R)
 - MHA Auchlochan (now in administration)
Charity (Registered Number SC040155) and Company limited by guarantee (Number SC352117)

The Charity Board oversees all operations within MHA through a series of sub-committees. The Housing Association has a separate Board and maintains separate reports and accounts to comply with regulatory supervision as a Registered Social Landlord.





Our Services

MHA has a track record of innovative service provision. We are ambitious about continuing to develop our care homes, retirement living and community-based MHA Communities schemes.

MHA's care services are regulated and inspected by separate regulators in England, Scotland and Wales. MHA's affordable housing services are regulated by the Regulator for Social Housing. MHA is one of only a few specialist providers for older people of both housing and care services combined.

CARE HOMES

MHA is one of the largest charitable providers and one of the top 20 care home providers for older people in England, Scotland and Wales.

We have developed an end of life care resource and provide training to offer sensitive support to residents and relatives as older people approach the final stages of life. Our chaplaincy team won the Third Sector Care Award for their work on end of life care. We were one of the first to design purpose-built homes for older people back in the 1960s and continue to innovate, developing personal space, communal facilities, service delivery and assistive technology.

100% of our care homes offer private rooms, and 90% of our care home private rooms provide en suite facilities. The average age of our residents is almost 90.

RETIREMENT LIVING

Our retirement living residents have their own self-contained apartment with services having a manager, call system and a range of social and leisure facilities such as a lounge, café bistro and hair salon. Our apartments are available for sale, part-ownership and rent and have an occupancy of 96%.

We continue to innovate, providing on-site care to meet the varying needs of older people living in our apartments including couples where one partner has dementia, so they are able to remain living together.

MHA COMMUNITIES

MHA Communities, formerly known as Live at Home, offers a variety of exciting and fulfilling services for people aged 55 and over. From telephone befriending and online activities to dance and exercise classes and assisted shopping, there's something to suit people of all abilities.

Our aim is to enable older people to live independently in their own homes for as long as possible, helping them to live later life well in their local communities, tackling loneliness and isolation.

SPECIALIST STRATEGIES

MHA has five specialist strategies which aim to further enhance the care and support we deliver for older people. These are:

- Dementia strategy – this has six commitments with the focus on uniting people together to make sure people are not experiencing dementia in isolation.
- Music strategy – music therapy is delivered in our 67 specialist dementia care homes, but the music strategy is about how we can bring the joy of music to a wider group based on what residents, members, families, and colleagues said was important to them.
- Spirituality strategy – in MHA's 80th year, the commitment to spirituality is newly expressed here, recognising the role we all play in spiritual care.
- End of life care strategy – this guides how we aim to make end of life care at MHA holistic and person-centred.
- Green care strategy – this new strategy has the aim of developing wellbeing through nature for everyone at MHA.



Fulfilling Our Mission

MHA'S STAFF MEMBERS

MHA was established to provide for all older people in need of accommodation, care and support. We will live up to our mission, our values and our aims only with the right staff members. We aim to attract and retain good people by creating well-organised, caring, inclusive and welcoming communities and by making sure we pay everyone at least the Real Living Wage plus benefits and enhanced terms and conditions of employment. Our staff members must understand and share our values and may have any faith or belief.

Staff members throughout the organisation work together to provide the best service possible and to deliver their shared goal of improving older people's lives and increasing their satisfaction.

FUNDING OUR WORK

MHA charges fees for the majority of the services provided. Fees are set at reasonable levels and our aim is to provide good quality services which represent good value for money, whether for older people paying for themselves or those who receive state funding. As a charity, all of our surplus is reinvested into providing services for older people now and into the future.

MHA AND FUNDRAISING

We fundraise for three specific reasons:

- To support MHA Communities.
- To provide additional services which help to deliver a fulfilled life to all of our residents, including music therapy in dementia care homes, and a chaplain in every care home and retirement living community, free of charge to residents.
- To enhance amenities at care homes and retirement living schemes.



Chaplaincy at MHA

MHA is the largest independent employer of chaplains in the UK. Its residential services are supported by 130 chaplains from a wide range of Christian denominations. Chaplains work to support residents, relatives and colleagues on contracts ranging from 10 hours per week to 30 hours. The employment of chaplains reflects MHA's heritage in the Methodist Church and a continuing commitment to holistic care.

In the past 6 years progress has been made in chaplaincy across a range of areas. These include the creation of new Professional Development Portfolios for chaplains; a new course in advanced chaplaincy practice; a strategy for spiritual care across the organisation; and the introduction of an equality assessment for each chaplaincy post at vacancy.

STRUCTURE

The Director line-manages a PA and two 'heads of chaplaincy', covering the north and the south. These senior figures are whole-time employees of the Charity and they line-manage the 12 Area Support Chaplains who provide direct support to the chaplains. In addition, the heads of chaplaincy work with the Director to develop MHA's profile as a leading provider of spiritual care. This includes a strong commitment to education and training, both within and beyond the Charity, concerning areas such as dementia and spirituality.

OPPORTUNITIES

MHA's leading role in chaplaincy and spirituality offers significant opportunities to influence the social care sector; local and national leaders; and communities of faith or belief. Both in terms of the practice of chaplaincy and the theologies that inform it, the position of Director offers scope to work as a key leader in spiritual care across England and Wales.

Working within an agreed framework of finance and policy, the post of Director is supported fully by both Trustees and colleague Directors. Innovation is encouraged and there is scope to develop and implement a strategic vision for the provision of spiritual care.

SUMMARY

The post of Director offers a unique opportunity to play a significant role not only within MHA, but in the wider community of spiritual care. The Charity has a growing commitment to research and evidence, supporting outcomes that demonstrate the impact of spiritual care in later life. The Director is seen by the leadership of MHA as a key figure in shaping the character of the Charity and enabling it to fulfil its mission to provide care and support for body, mind and spirit.

The Role of Director of Chaplaincy & Spirituality

The Directorate of Chaplaincy and Spirituality is comprised of a senior leadership team and 130 chaplains in operations. The SLT is led by the Director and includes the PA to the Director; the two Heads of Chaplaincy; and a representative from the Area Support Chaplains (ASCs). There are twelve part-time ASCs providing professional support to chaplains and managers across the organisation. (Chaplains are line-managed by the home or scheme manager).

PURPOSE OF POSITION

As a member of the Executive Leadership Team, the successful candidate will participate in the development of the organisational strategy and share responsibility for the effective functioning of the organisation in achieving its goals.

- To lead the chaplaincy service provided throughout MHA.
- To lead on MHA's relationships with the Methodist Church, other Christian churches and other faith organisations, including encouraging charitable giving.
- To lead MHA's work on the spiritual well-being of older people, within our services and for the wider church and community.
- To lead MHA's research and ethics committee and the restricted funds panel.
- To lead the ongoing development and delivery of MHA's five specialist strategies, covering spirituality, end of life care, music, dementia and green care.

CORE RESPONSIBILITIES

1. To participate fully in the work of the Executive Leadership Team, sharing in the collective responsibilities of ELT members.
2. To ensure that MHA's heritage, and commitment to spirituality, is recognised and reflected in every aspect of the Charity's operation.
3. Select, lead, develop and motivate staff, including supporting their professional development by encouraging both individual and team development by providing regular performance feedback and conducting annual appraisals.

Chaplaincy

4. To ensure that the chaplaincy provision within MHA is maintained and developed through timely recruitment, proper resource, and support.
5. To oversee and support the development and application of training opportunities for chaplains that improve the quality of spiritual care in MHA.

Churches and Faith Communities

6. To maintain good relationships between MHA and the Methodist Church, through the Methodist Conference and its officers, the Connexional Team, and to assist the Boards, Chief Executive and others in relating to the Methodist Church.
7. To draft MHA's annual report to the Methodist Conference.
8. To seek to develop the profile of MHA within other Christian Churches and in other communities of faith and belief.
9. To work in liaison with Marketing to ensure that MHA's events and Church/ faith-group communications are targeted to encourage supporters to contribute, financially and otherwise, to benefit older people via MHA's work.

Spirituality

10. To lead the development and implementation of policies and strategies relating to the spiritual needs of older people in the care of MHA.
11. To work with managers and staff to increase an understanding and appreciation of the place and role of chaplaincy and spirituality within MHA.
12. To work in conjunction with Marketing to develop and disseminate MHA's work on understanding and supporting the spiritual well-being of older people, working closely with other MHA leaders/managers, and sharing insights and experience with churches and others.
13. To work to develop and disseminate MHA's work on end of life care and to ensure that it is understood and supported by staff members.
14. To ensure worship materials for Methodist Homes Sunday and other occasions are provided, including the production of digital resources.
15. To ensure that the practices of equality, diversity and inclusion are recognised and reflected in chaplaincy appointments, in the professional development of chaplains, and in the production of related materials.

Research and Ethics

16. To chair MHA's Research and Ethics Committee.
17. To provide strategic direction, oversight and leadership to ensure research undertaken internally or externally (including requests for partnerships and tenders) is in line with the values and mission of MHA and wider strategic objectives.

18. To review speculative proposals and make recommendations for research which would advance the mission of MHA.
19. Report regularly on progress and impact and review the role and purpose of the Committee and produce an annual report for ELT and the Trustees.

Specialist Strategies

20. To develop and deliver MHA's specialist strategies including chaplaincy and spirituality, music therapy, dementia, end-of-life, and green care.
21. To demonstrate and measure the impact of MHA's specialist strategies to the Board and those we serve.

LEADERSHIP

Take a full and equal part in the Executive Leadership Team (ELT) of MHA to ensure that:

- We deliver the very best we can for as many older people as possible.
- We live out our values and align our behaviours with the One MHA Behaviours Framework in all that we do.
- Together with the Board, we set the vision for MHA and deliver the Strategy and supporting Business Plan for the whole charity.
- We become well-known and respected for our insights and innovations around working with older people to give them the best possible quality of life.
- We ensure good governance across the organisation, providing assurance and confidence to the Board, meeting all fiduciary, statutory and regulatory requirements.
- We model corporate responsibility for MHA, supporting and respectfully challenging for the good of the organisation.

PEOPLE LEADERSHIP

Within the Directorate and across MHA ensure that:

- MHA attracts, retains and develops the best people for each role.
- An inclusive culture is promoted whereby differences are celebrated and discrimination challenged and addressed.
- Talent development is supported and opportunities for cross-organisation colleague development are created.
- Colleagues are engaged, motivated, supported and coached in their work and professional development through aligned and agreed learning and development plans.
- All colleagues understand and share MHA's values and behaviours and provide services of a consistently high standard.
- Performance management is used consistently, pro-actively and effectively to recognise good performance and to quickly and suitably address under-performance.
- You demonstrate and practise exemplary leadership behaviours and approaches.

- Develop a culture where people can thrive and flourish.
- Demonstrate inspirational leadership that can paint a vision for others.
- Enable colleagues to have a voice and be honest and open in their views and ideas.
- Be open to being held to account for our actions and behaviours and also hold others to account for theirs.

Other

- To be a custodian of MHA's Values and to work with managers and staff to ensure that they are understood and are at the heart of our work.
- To be personally familiar with and conform to MHA's health, safety and welfare policy and procedures.
- This list is not exhaustive, MHA is a changing organisation and the job description will be checked for accuracy at given intervals and is subject to change after consultation with the post holder.

RELATIONSHIPS

Internal: Board Members, Directors and Managers, staff members, volunteers, leaseholders and residents / MHA Community members.

External: Methodist Church Conference and Officers, equivalents in other Churches and other faith groups, counterparts in other organisations, chaplaincy bodies in the UK and around the world.



Person Specification

Qualifications/Education

Essential

- Ordained Minister of Christian Church in membership of CTBI or a lay person with significant leadership experience and validated training in a church context.

Desirable

- Minister with experience of Methodist or Anglican Ministry.
- A management qualification or evidence of related training.
- Evidence of relevant postgraduate or equivalent level study and attainment.

Experience

Essential

- Understanding of broad spectrum of spiritual needs especially those of older people.
- Wide pastoral care experience both with older people (in any context) and across staff groups comprised of colleagues from a diverse range of backgrounds.
- Knowledge of issues affecting the adult care sector and changing needs/ expectations of older people.
- Significant experience of line managing senior colleagues.
- Experience of chairing committees and achieving strategic outputs.
- A history of involvement in complaint investigation and resolution.

Desirable

- Experience of working in voluntary, statutory, or independent care sectors.
- Teaching, Training, and communicating on the media and/or Management experience.

Skills/Knowledge/Abilities

Essential

- Excellent communication, presentation and influencing skills, across a range of audiences.
- Excellent self-management skills including ability to plan and prioritise workloads.
- Ability to reflect creatively on spiritual matters.
- Capable of demonstrating the ability to lead and to influence.
- Knowledge and understanding of a wide variety of faiths and beliefs.
- Knowledge of employment legislation and safeguarding.
- Creative and imaginative in conveying concepts of spirituality.
- Knowledge of the structures, worship and spirituality of Methodism.
- Can find their place within a team of high performing individuals and understand group dynamics in order to make effective and impactful contributions.
- Able to think independently and offer constructive critique and feedback.

Personal Qualities

Essential

- There is a genuine occupational requirement for the post-holder to be a practicing Christian able to represent the Methodist Church or an ecumenical partner church of Methodism.
- Be a role model for MHA values and inspire others about MHA's mission.
- Ability to relate well to people from academic, professional and church backgrounds.
- Sensitivity to others. Approachable, friendly manner. Tact and diplomacy.
- Good decision making – Show 'finesse' and timeliness, understand the nuances of decisions, and know when and how best to involve others.
- Good listener, discretion on confidential matters.
- Forward thinking - look both outside and inside the organisation and be 'fleet of foot' in making improvements. Challenge status quo.
- Energy and enthusiasm.
- Committed to the success of the organisation and everyone in it.
- Ability to create and maintain effective working relationships with people at all levels.
- Able to articulate a mature and developed personal spirituality.

Circumstances

Essential

- Ability to travel and undertake some overnight stays.

Desirable

- Full driving licence.

Equal Opportunities

Essential

- Full commitment to Equal opportunities and anti-discriminatory working practices.

Health & Safety

Essential

- Full commitment to promoting the highest standards in H&S performance



Terms of appointment

This is a full-time role (37 hours) with approximately 2 days per week at our Head Office in Derby or in MHA's services across England and Wales.

Salary is £80,000 pa with a £9,000 pa car allowance.

We offer a defined contribution pension whereby MHA contribute 6% alongside individual contributions of 6% of salary. 30 days pa holiday plus bank holidays are provided. Life assurance at two times salary is provided after one year's service.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to MHA on this appointment. Candidates should apply for this role through our website at www.saxbam.com/appointments using code **UAFMQ**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form. The closing date for applications is noon on **Tuesday 25th July 2023**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

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