

## JOB DESCRIPTION

**Name of Employee:**

**Position Held:**

Home Manager

**Care Home:**

**Date employment commenced:**

**Reporting to:**

Senior Support Manager

### Introduction

Jasmine Healthcare is a privately owned group, which currently operates six care homes for the elderly, but with significant expansion plans for the future in line with its mission.

Whilst we aim to be a profitable company and provide shareholder returns, this is primarily to allow us to achieve our mission:

*By prioritising **our people**, our mission is to provide the **highest standards of care** to as many elderly residents as possible*

The key aspects of our mission are:

- 1) **Our people** are fundamental to Jasmine and our success in achieving our mission. Jasmine is totally focussed on recruiting the best people, then giving them the best inductions and training, and constantly engaging with our team. We also believe in rewarding and incentivising everyone in the Jasmine team for their contribution to us exemplifying our values and achieving our mission and objectives. We regularly do team surveys to monitor the engagement and wellbeing of our team. We are also absolutely committed to providing great training, and consequently aim for over 60% of our team to have a Diploma in Care or equivalent, and to complete as much additional training as possible.
- 2) To provide the **highest standards of care** is not just a cliché, we are totally committed to doing whatever is required to ultimately get all our homes to be rated as Outstanding with CQC. In order to achieve this we have our own rigorous internal audit and compliance process, which results in all our homes having their own Jasmine Compliance Report (JCR) and Jasmine Compliance Score (JCS) every month. We also do regular Quality Assurance exercises and put significant emphasis on carehome.co.uk reviews
- 3) To provide the highest standards of care **to as many elderly residents as possible**. This means that we have a positive impact on the lives of more team members (as we will employ more people) and more residents (and their relatives). We will achieve this by both maximising occupancy in our existing homes, and by purchasing one new care home every year and doing one major extension and refurbishment project each year.

Jasmine measures its success against its mission through the achievement of its primary aims, which are as follows:

- 1) For all our homes to have a team turnover rate of less than 30% per year
- 2) For over 60% of all our team to have a Diploma in Care Qualification
- 3) For all our homes to be rated Good or Outstanding by CQC and all other Regulatory bodies
- 4) For all our homes to have a Jasmine Compliance Score (JCR) of over 80% at all times
- 5) For all homes to have a [www.carehome.co.uk](http://www.carehome.co.uk) Rating of over 9.5 out 10.0
- 6) For all our homes to be over 95% occupied, so that as many residents as possible can enjoy our high standards of care

Jasmine continually strives to improve its performance against these Aims, and believes an important contributor to its success is all its team exemplifying the Jasmine Values (see below).

### **Job Purpose**

To achieve Jasmine's mission in the home you manage, by ensuring all your residents are provided with the highest standards of care, and doing everything you can to develop, motivate, and improve the wellbeing of your team.

Whilst always prioritising the above, the job holder must also ensure their home's profitability, in order to maximise the money available to reinvest in improving their home, Jasmine's other homes, and for Jasmine to purchase additional under-performing homes, as part of its mission to improve elderly care in the United Kingdom.

### **Objectives of the Job Role**

Your role at Jasmine comes with defined objectives that focus on key areas of accountability. These objectives are designed to ensure that you are contributing to Jasmine's Mission and Aims and your team's success. Each year, your achievement of your objectives will be discussed in your one to ones and will contribute to your end of year appraisal rating and pay review.

<b>Objectives</b>	<b>Allocation (%)</b>
Maintain Jasmine Compliance Report Score between 80.0% & 100.0% throughout the year. Objective scored on a sliding scale i.e. 0% for average monthly score of 78.0% or below, 50.0% for average monthly score of 90.0% and 100.0% for average monthly score of 100.0% or above	25%

Manage Team Turnover is between 2.5%-4.0% per month. Objective scored on a sliding scale (i.e. 0% for average team turnover of 5.0% or above, 50.0% for average team turnover of 4.15% and 100.0% for average team turnover 3.3% and below). This will be achieved by: a) Improving the selection of new team, b) Always advertising for team in order to ensure when good team come along we recruit them, c) Performance managing poor team members so that other team members are not demotivated and we can employ new high quality team members into the homes, d) Ensuring good team members receive training and promotions as and when deserved, e) Ensuring all team members receive their inductions and new starter documentation and f) all team members have follow up calls from head office a week and month after joining and after leaving	25%
Maintain occupancy at between 90% - 98% throughout the year. Objective scored on a sliding scale i.e. 0% for average occupancy of 90% or below, 50.0% for average occupancy of 94% and 100.0% for average occupancy of 98% or above	25%
Maintain Team costs & Agency costs at between X% – Y%. Objective scored on a sliding scale (i.e. 0% for Y% or above average percentage, 50.0% for X/Y% average percentage and 100.0% for X% or below average percentage). This will be achieved by: a) Eliminating agency usage, b) Increasing occupancy, c) Increasing average fee rate, d) Maintaining team hours in line with the team matrix	25%
<b>Total</b>	<b>100%</b>

## Incentives

Given what a fundamentally important role this is to the success of Jasmine, the following are offered in addition to a competitive market salary based on experience:

- 🌟 Salary – We pay top quartile market salaries
- 🌟 Pay Rises – Annual Performance related pay increases of up to 20% in addition to any cost of living increase
- 🌟 [Bonus - 15% of salary based on SMART objectives paid quarterly]
- 🌟 Share Incentive Plan – Owning real shares in Jasmine Healthcare and sharing in its growth in value
- 🌟 Holiday - 33 Days including Bank Holidays
- 🌟 Pension – We encourage everyone to sign-up for our NEST Pension Scheme, which we contribute 3% of salary to

- ✳ Bonusly Points – These are exchangeable for various vouchers or cash (with all tax paid by Jasmine) via PayPal, and are earned by obtaining recognition from your colleagues, good mandatory training, good attendance, and various other ways you contribute positively to the team and our residents' lives
- ✳ Training – All relevant qualifications are fully funded to help you progress, and we will reward you with a financial bonus of up to £500
- ✳ Refer a friend incentive - Up to £1,000 for referring a suitable team member
- ✳ Employee Assistance Programme - Access to free counselling and valuable well-being advice 24/7
- ✳ Meals - Enjoy low-cost meals at just £1 per course while on shift – the curry is a must-try!
- ✳ DBS check – We pay for this
- ✳ Expenses - mileage paid at 45p per mile and overnight accommodation budget (if and when required) upto £100 a night

## Person Specification

### *Jasmine Values*

I must lead by example, and exemplify all of the Jasmine's Values, which are:

- 1) Passionate about providing the Highest Standards of Care
- 2) Committed to Training & Development
- 3) To want to be One Big Team
- 4) To Communicate Openly, Honestly & Effectively
- 5) To Have & Reward a Strong Work Ethic
- 6) To provide a Positive Working Environment
- 7) To provide a Homely place for our Residents to live
- 8) To Embrace Change Positively
- 9) A belief that everyone is an Ambassador for Jasmine
- 10) To act with Integrity by always doing what we say we will
- 11) To Care for the Environment

Jasmine places a significant amount of emphasis on everyone in our team exemplifying our Values. Furthermore, Values play a larger role in all our recruitment decisions than competencies do, as we are happy to train and teach competencies to anyone that has our Values.

We also place a lot of importance on both positivity and humility in our leadership team.

### *Competencies:*

- ✳ Leadership & Motivational skills
- ✳ Excellent interpersonal skills
- ✳ Team player
- ✳ Oral and written communication skills
- ✳ Time management with ability to meet deadlines
- ✳ Strong work ethic

- ✿ Positive and can do attitude
- ✿ Fun to work with
- ✿ Flexible
- ✿ Ambassadorship

*Skills, experience and professional qualifications:*

<b>Relevant Qualification - Required</b>	<b>Relevant Qualification - Preferred</b>	<b>Experience Required</b>	<b>Preferred Experience</b>
NVQ 3 in Care or equivalent (or registered nurse) and willingness to study for NVQ 5 and/or NVQ 7.	NVQ Level 5 and/or NVQ Level 7	Minimum of three years' experience as a Deputy Manager of a residential/nursing home.	Three years' experience as a Manager of a residential/nursing home.
Understanding of the Health and Social Care Act 2012, Care Act 2014, and CQC Essential Standards of Quality and Safety.			
Knowledge of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.			

## **Key Responsibilities**

### *Management*

- ✿ Be responsible for the overall management of the care home.
- ✿ Create effective lines of communication and working relationships, both within the home and with families, other professionals and agencies involved in the care of residents.
- ✿ Investigate and respond to all incidents, accidents, medication errors, safeguarding's or complaints in line with Jasmine's policies.
- ✿ Ensure all regular reporting is completed on a timely basis.
- ✿ Manage and maintain the required level of rota-ed team members, including over recruiting to ensure that holidays can always be covered.
- ✿ Monitor and manage all absence within the Home using the Jasmine absence policy.

- ✿ Ensure all team members have an understanding of the Jasmine Policies and Procedures.

### *Care & Compliance*

- ✿ Ensure that all residents receive the highest standards of personal care.
- ✿ Ensure the home receives at least a Good rating in all KLOEs from Care Quality Commission (CQC) by complying with all the necessary standards.
- ✿ Ensure the Mental Capacity Act 2012 is followed where a Resident lacks capacity to make decision specific decisions and all decisions are made in the Residents' Best Interest.
- ✿ Ensure that the home consistently receives a Jasmine Compliance Score (JCR) of over 80% every month.
- ✿ Manage the documentation, implementation and management of all necessary systems to ensure the safe handling of medicines.
- ✿ Oversee your Deputy Manager and Senior Carers to ensure that all care plans are produced, evaluated and regularly updated by competent team.
- ✿ Over see your Deputy Manager and Senior Carers to ensure the thorough completion of all daily charts required by residents' care plans.

### *Development of Team*

- ✿ Ensure all team members know the Jasmine Mission and Values.
- ✿ Create a positive working environment for your entire team.
- ✿ Ensure your home receives good scores on the annual Jasmine Team Exemplification of Values survey completed by every member of your team.
- ✿ Ensure your home scores well on the annual Team Engagement Survey.
- ✿ Ensure Team meetings are held as per Jasmine Policy.
- ✿ Ensure a face to face bespoke annual appraisal is performed for all team covering feedback on their exemplification of the Jasmine values, their performance against their objectives, their overall rating, and most important of all how they can be even better! For Deputy Managers, Nurses and Seniors these should take into account the 360degree feedback obtained from their colleagues on how they exemplify the Jasmine Values.
- ✿ Mentor and coach your Deputy Manager(s) to develop them to be home managers of the future, including performing a thorough face to face bespoke one to one with them at least every two months using the Jasmine Deputy Manager One to One template.
- ✿ Ensure all other team members receive a meaningful One to One at least every two months. As many of these as possible should be delegated as possible to the Deputy Managers, nurses, senior carers and heads of departments.
- ✿ Ensure Poor Performance is monitored and managed in line with Jasmine Policy.
- ✿ Manage the selection of all new team members with the central support office providing all the necessary recruitment administration.
- ✿ Organising team rotas to ensure that an appropriate level of cover is always available whilst accommodating, as far as possible, the individual requirements of members of the team.
- ✿ Motivating, developing and organising the training of the team with the assistance of the Recruitment & Engagement Administrator based at the support office.

### *Ambassadorship*

- ✿ Establish, develop and maintain relationships with all relevant external agencies, including the CQC, Social Services and Clinical Commissioning Groups (CCGs).
- ✿ Maintain good relationships with all local General Practitioner and district Nurses.
- ✿ Maintain close and positive contact with families and friends of residents.
- ✿ Promote your care home in the community.
- ✿ Maximise your care home's [www.carehome.co.uk](http://www.carehome.co.uk) score.
- ✿ Oversee your home's Facebook Activity done by your Activities Co-ordinator.
- ✿ Maximise occupancy of your home and regularly update your Waiting List Report.

### *Commercial & Financial*

- ✿ Monitoring revenue and expenditure against budget and produce a monthly Financial KPI Report.
- ✿ Maximise the average fee rate of your care home.
- ✿ Ensure team costs are well managed by flexing team levels with occupancy (and dependencies) and minimising agency usage.
- ✿ Ensure food costs and janitorial costs are within budget on a per resident per day basis, whilst maintaining high standards of food offering and cleanliness, respectively.
- ✿ Ensure all overheads are within budget.

### *Additional Responsibilities*

- ✿ The above is not an exhaustive list, and in line with Jasmine Value 8, may be subject to reasonable change at any time.

### **State dimensions to help assess the size of this job**

- *X Bedrooms (we aim for 100% occupancy on a single room basis)*
- *Y Members of the team*
- *Total profit and loss responsibility with turnover of £[Take from P&L Forecast in management accounts] per year and EBITDA (Earnings before Interest, Tax, Depreciation and Amortisation) of £[Take from P&L Forecast in management accounts]*

The above is not an exhaustive list and in line with Jasmine Value 8 may be subject to reasonable change.

Team Member's Signature		Date	
Manager's Signature		Date	