

INVESTORS IN PEOPLE

ASSESSMENT REPORT

HENDRA HEALTHCARE (LUDLOW) LTD

CONTENTS

Contents	Page
Contents	2
Key information	3
The outcome	3
Milestone dates	3
Executive summary	4
Assessment objectives	5
Strengths and exemplary practice	5
Findings against the Investors in People Standard	7
Feedback on recent changes	10
Moving forward	11
Continuous Improvement Plan Template	Appendix A
Assessment Results Summary	Appendix B

Key Information

Client:	Hendra Healthcare (Ludlow) Ltd
Address:	Hendra House 15 Sandpits Road Ludlow SY8 1HH
Assessment Type:	Three Year Assessment
Investors in People Specialist:	Tony Walmsley
Visit Date:	27 th August 2014
Assessment Enquiry Number	ENQ – 92899 – S6VCWX

The Outcome

Having conducted a three year assessment against the Investors in People Core Standard, the evidence collected clearly demonstrates that the Standard continues to be met. Investors in People Central England can therefore confirm that it continues to recognise Hendra Healthcare (Ludlow) Ltd as an Investors in People accredited organisation.

Future Milestone Dates

Review of Continuous Development Plan	27 th February 2016
Date of next full assessment	26 th August 2017

Tony Walmsley
Investors in People Specialist
September 2014

Executive Summary

Hendra Healthcare (Ludlow) Ltd (Hendra) is an established and privately owned residential home providing excellent care and support for twenty eight residents. Vince and Gill Birmingham acquired the business in 2002 and both continue to be actively involved in the leadership and management of the Home.

Under Vince and Gill's ownership, Hendra House has built a deserved reputation for providing an exceptionally high level of care and support for both the residents and their relatives. The business has a clear philosophy to deliver ***“person centred care to meet fully the individual needs of our residents, their relatives and their advocates.”*** This philosophy is at the heart of the mission statement and is fully understood by everyone who is associated with Hendra House.

The business is recognised for the quality of the care that it provides, and the professional way in which it delivers this, through an impressive number of local and national excellence awards. This recognition clearly relates to the consistent high standards of care delivered but also the approach to developing the team in relation to business management. The owners and staff use the award processes as a method of externally benchmarking the care and support they provide to ensure they deliver to the highest possible standards.

The management team includes two recently appointed Care Managers and a dedicated and highly professional and committed staff team including the Senior Carers, Team Leaders and care and support staff. These appointments are testament to the value of the comprehensive approach to developing people and creating both progression and promotional opportunities wherever possible.

Everyone working at Hendra has a genuine respect for the owners and the management team and feel totally supported and valued in their roles. ***“The owners care about us as well as the residents”*** was one comment that highlighted the personal and professional support that is provided to all colleagues.

The commitment from the owners and the management team to the continuous development of every one who works at Hendra is unanimous. Everyone interviewed has achieved or is working towards relevant qualifications. Formal and informal coaching takes place continuously. Individual feedback and support is valued highly. The induction and appraisal processes are valued and consistently applied. Communication is consistently described as being ***“very good”*** through both formal and informal channels. Of particular note is the highly effective use of the Apprenticeship Programme to ensure people develop the required skills and qualifications irrespective of experience or age.

This assessment confirmed once again that Hendra Healthcare (Ludlow) Ltd continues to meet the Investors in People Core Standard. It also demonstrated an active commitment to continuous improvement. Two comments which highlighted this genuine ambition within and across the team to move forward were ***“if we stood still - we would effectively go backwards”*** and ***“We want to keep being the best”***

Assessment objectives

Whilst this assessment was primarily designed, at the clients request, to confirm how well the organisation currently operates against the Investors in People Core Standard, the preliminary discussions highlighted that a number of changes to the management team and structure have been implemented in 2014. The assessment was therefore also designed to identify, in broad terms, how these recent changes have been received by colleagues.

The specific objectives of the assessment, as planned, were to:

- Review the existing people and management practices at Hendra House against the Investors in People Standard.
- Establish current strengths and good practice.
- Identify potential opportunities for further development.
- Provide feedback on how people have adjusted to and currently perceive the recent changes.
- Form the basis of a Continuous Improvement Plan to ensure that Hendra continues to deliver the highest possible care and support to residents.

Strengths and exemplary practice

Throughout the assessment, people provided a considerable number of examples of exemplary people practice. The following points highlight some of the key areas identified through the interviews. Due to the number of examples given, they are summarised under the headings below.

Purpose

- Everyone is fully aware of the high standard and quality of care that is required and actively aspire to ensure this is delivered and maintained. Each person is aware of how they contribute to achieving this. ***“We are here for the residents”, Our aim is to ensure that people keep their independence.”***
- Whilst ensuring the high standards of care are delivered, everyone is aware that the care home is an independent private business and aware of the commercial environment in which Hendra operates.

Passion and Pride

- People at Hendra are genuinely passionate about what they do. From the owner to the newest person on the team, they are totally committed to ensuring that each of the residents receive the best possible care and attention – and resident and relative’s feedback supports and confirms this.
- People are proud of being part of ‘the Hendra team’ and of the accolades and awards the home has received over recent years. Comments indicate that recognition simply spurs them on to maintain and improve the level and quality of care they provide for the residents.
- Colleagues are actively engaged, involved and feel valued – both by the management team and the residents. Every one spoken with confirmed how they are engaged with and support the residents and are proud of how their role has a positive impact on the level of care.

Partnership

- ***“We are just like one big family really and we all look after each other”*** was one comment that summed this up – as was ***“Everyone always mucks in and helps and supports each other”***.
- A key part of the partnership is the commitment to supporting each other and a commitment ***“to sorting any issues out on shift”***

Proficiency

- Significant investment is allocated and committed to learning and development in terms of financial resource and time. People are actively encouraged to learn and develop continually and everyone is involved. In-house training is complimented by a comprehensive range of external provision including regular refresher events.
- Everyone has, or is working towards, relevant qualifications from Level 2 to Level 5 and beyond. Apprenticeships are used to ensure people develop the appropriate skillsets, irrespective of the age and /or experience of the individual.

Professionalism

- The Management team are highly respected by all colleagues. They are variously described as being ***“approachable”, “supportive”, “caring”*** and ***“brilliant!”*** Several comments highlighted the value individuals place on the personal support they have received when required, in addition to ongoing professional support from both the owners and the management team.
- Communications are described as being “very good”. Formal channels are complimented by informal communications. People are comfortable to raise and discuss issues and actively encouraged to put forward suggestions for improvement in the knowledge that these will always be listened to and implemented if appropriate.
- HR processes such as recruitment and selection, induction and appraisal are effective. People welcome the regular opportunities to discuss individual progress and receive feedback on performance.
- Comments from newer members of the team indicate that the innovative approach to induction using shadowing and coaching quickly develops individual’s confidence and skill levels.
- Resident and relative meetings are held quarterly to ensure active involvement in ensuring the high standards of care are maintained. Comments and observations are actively used to help further develop the quality care and support for residents.

Findings against the Investors in People Standard

The following headings, which are at the heart of the Investors in People Framework, have been used to structure the feedback and provide the focus for delivering the current business priorities.

- Focus and Direction
- Leadership and Management
- Engagement and Development
- Performance Management

Focus and Direction

Hendra Healthcare Ltd has a very clear focus. It is written in the mission statement and embedded throughout the business. ***“People have a really clear understanding of what we are trying to achieve – the best possible care for the residents”*** ***People really do all understand the high standards of care we deliver”*** are just two of the comments that underpin this.

In specific terms, the following areas of best practice support the direction and focus of the organisation:

- There is a straightforward and clear business approach, evolved and developed by the owners and wider management team, that everyone understands and can relate to. Its primary focus is on delivering the highest levels of care and support to each and every resident, within and subject to the commercial constraints of a modern business, and is embedded in the company mission statement.
- The business plan is robust and provides clear and measurable objectives. Of the 5 current core objectives, two relate directly to business performance and three to people performance.
- Regular communications, formal and informal, ensure that everyone understands what is to be achieved and provides the basis for people to understand their role and how they contribute to the success of the organisation.
- Linked to the business strategy and plan is a coherent and proven approach to people development and human resource planning. This provides the basis for effective recruitment, succession, progression and actively addresses current and future learning and development need of people and the organisation.

Leadership and Management

The owner and two Care Managers are actively involved in the day to day management at Hendra House Following the departure of the long serving Care Managers earlier in 2014, two Senior Care colleagues have been promoted to Care Manager roles.

The impact of this change has been very positive in providing more effective and active management within Hendra House on a daily basis. It has demonstrated the benefit of developing people in-house and it has had the knock on effect of providing progression and promotional opportunities across the staff team.

Other observations include:

- All Managers and Senior Carers have “a hands on approach” The senior management team are consistently perceived as being **“very supportive and approachable”**.
- **“The two new Care Managers complement each other in styles and skills and work well together”** was one comment which reflected a number of other thoughts from colleagues.
- The Management Team meet on a regular basis to review progress across Hendra House and to plan the work schedules and learning and development activity. Minutes of meetings are circulated to all colleagues and they sign to confirm they have read them. Everyone can suggest agenda items for the meetings and suggestions will always be listened to and a response provided. Periodic whole team meetings take place and supplement effective informal communications. The Hendra Herald and the website are also used to update staff and residents on news and developments.
- Care Managers, Senior Carers and Team Leaders are all able to describe how they support colleagues. This includes supervising inductions of new colleagues, conducting six monthly reviews with colleagues and taking a lead in various aspects of care and staff development
- One key management approach recently introduced is to ensure that **“any issues are dealt with on shift”**. This was described as a partnership approach and several people commented on the effectiveness of it in resolving issues quickly and effectively “and not taking issues home!”

Engagement and development

- People confirmed that they genuinely feel valued and receive recognition of their work. People cited numerous examples of both formal feedback through the appraisal process, management team meetings, the “Hendra Herald” and the website and informal feedback including thanks and recognition from colleagues, residents and relatives.
- Communications are described by all as being very good. Whilst much of the communication is informal and takes place in the course of working together, everyone is aware of and understands the importance of the formal channels. These include ensuring care plans are always up to date and that formal handovers take place on every shift. Whole staff meetings are held periodically and are valued, inclusive and described as being effective. An observation which summed up the approach to recording information was **“We record absolutely everything – and quite right too!”**
- Ideas and suggestions are welcomed and always listened to – **“People will always listen and help if they can”**. A current example of this is the piloting of change to shift changes. This was suggested as being beneficial to both staff and residents and discussed by the whole staff team. The outcome is a three month pilot on which people are already commenting favourably.
- Learning and development is a priority at Hendra with everyone either studying for or having an appropriate or relevant qualification to their role. The use of Apprenticeship as a vehicle for delivering relevant qualifications is exemplary and has been recognised through both individual and collective local and national awards of excellence. The programme is used

irrespective of age and/or experience and everyone involved comments positively about the approach.

- Asked about the approach to learning and development, comments included **“There is a 110% commitment to training” - “They don’t just do the legal minimum here – they go above and beyond!”** An example to amplify this was the recent dementia care training which virtually everyone attended, instead of a one day workshop the training took place over eight sessions. People found the programme to be really helpful in understanding a critical condition of the elderly. As a result the team are reviewing their strategies for supporting and caring for people with the condition.
- Recent learning and development activity has included dementia care, infection control, moving and handling, fire safety, medication and many other areas. Managers are actively working with Level 4 and 5 qualifications and attendances at conferences and other sector events is a common occurrence.
- Significant resources are allocated for learning and development both in terms of staff time and finance. In house delivery is undertaken by Care Managers and Senior Carers.
- New people joining the Hendra team undergo an innovative and effective induction. The first two weeks are spent working with and shadowing experienced colleagues. This deliberate approach ensures that they quickly understand the standards of care expected and required, familiarise themselves with the role they will be undertaking and, perhaps most importantly of all, get to know the residents on a professional basis.
- Development activity is evaluated to establish whether it is effective from both cost and learning perspectives and records are kept and form the basis of a skills matrix.
- To demonstrate the commitment to, and the benefits of apprenticeship and learning activity, Vince Birmingham, owner, is an Employers Champion for the Social Care Sector and a member of the National Strategic Board for Apprenticeships in Social Care.

Performance Management

- The Business Plan and performance objectives are measured on a regular basis by the owners and the management team. The Business Plan is updated on an annual basis.
- Individual performance is monitored primarily through the appraisal reviews which are held on a six monthly basis. Part of the process is to set and agree two performance objectives with each person and people were clear regarding their individual targets.
- Everyone confirmed they are involved and described the appraisal as being useful and effective. Various comments included **“You are praised for what you have done”** and **“They are very honest – they will tell you if you need to improve and then they will support you”**.
- In terms of performance everyone is clear about their role and what is expected of them. One key aspect that people consistently mentioned was the degree to which everybody works with and for each other. – **“Everyone is there for each other – we all support each other”**

- The Hendra team have an impressive reputation in the care sector both locally and nationally. And have won a significant number of care and business excellence awards over recent years. A key reason for entering these awards is the desire to benchmark their performance against the very best practice. Whilst the success gained in achieving the awards demonstrated they are amongst the very best, the feedback received provides the basis for developing their performance and practices to an even higher level or standard.
- Feedback from the residents and their relatives or advocates is a highly valued aspect of managing the overall performance at Hendra. Quarterly meetings are held and well attended by relatives as well as residents. Feedback on all aspect of life at Hendra is forthcoming and used as part of the approach to continuous improvement of the care and support.
- There is no doubt that Hendra House is extremely successful in delivering the highest standards of care to residents. This is borne out by the substantial testimonials and the awards won. It is pleasing to note that they are also very good at celebrating success whether that be individual success of achieving qualifications, winning a medal at the Skills Olympics or collectively by colleagues attending award ceremonies. Success is celebrated and communicated through national and local press articles. On a more practical and pragmatic level, the team celebrate through occasional staff meals and events and informal recognition, and this is valued highly by all.

Feedback on reaction to the recent changes at Hendra House

As part of the assessment, the Specialist was asked to provide some broad feedback regarding how colleagues felt generally about the recent changes to management and staffing within Hendra House. The following observations are provided in good faith and represent the perception of the Specialist from comments and observations made during the interviews with colleagues.

- The appointment of two Care Managers is generally perceived positively by everyone that was spoken with.
- Most people indicated that the management team as a whole are well respected and that they are always prepared to listen and support individuals. People are comfortable that they can approach any of the management team if they have an issue and that it will be addressed.
- Some observations highlighted the effective way that the two Care Managers work together and complement one another in approach.
- A number of individuals commented about the change of shift time being piloted. Whilst it was accepted that this was still new, people spoke positively about it and indicated that it seemed to benefit both staff and residents. There were no negative comments.
- By promoting from within, this has had a positive impact in providing opportunities for others to move up as well and this was recognised.
- Several people mentioned the 'partnership' approach to dealing with issues on shift. This was highlighted as being a positive development and resolved things quickly and effectively.
- Other comments suggested that the team was as together now as it has been and that there is a great atmosphere within and across the team. (It should be noted that this was in no way a criticism, implied or otherwise, of the previous manager who was well liked and respected.)

Moving Forward

The findings from the assessment confirm a continuing and solid commitment to best people and management practice and provide a good platform for the future. The following potential development areas suggested below are designed to build on this good practice and further support and enhance the achievement of the team at Hendra House.

Potential development areas to build on the existing strengths and exemplary practice

This assessment clearly demonstrated that there continue to be a significant number of recognised good management and people practices in place at Hendra.

A highly professional and caring culture has evolved through a genuine commitment from the owners and management team to developing and motivating everyone in the Hendra House team. This commitment has created a passionate and skilled team that prides itself on delivering excellent care and support to every resident. The significant local and national awards of excellence that have been achieved are testament to this approach and philosophy.

The development areas identified below are quite general and designed both to build on the existing areas of exemplary practice and to support and facilitate the achievement of the business ambitions and objectives in the future.

The challenge now, in moving forward, is to build further on the existing high levels of good practice already in place and take the standards of care and support to the next level!

The following two suggested actions are put forward for consideration and discussion.

The first suggested action:

- To undertake a review of the best practice outlined in the Investors in People Extended Framework to identify those aspects that could add value to, compliment and build on the current exemplary practices that are in place.

Using the wider Investors in People Framework Extended Framework

The Extended Framework is a natural extension of the Core Standard and is specifically designed to help organisations build on the principles embedded within Investors in People. It provides an opportunity to develop existing good practice that support and contribute to the achievement of business objectives and priorities to the next level.

Whilst this assessment specifically focussed on reviewing against the Investors in People Standard, a significant amount of evidence emerged to suggest that a number of areas of recognised best practice identified within the Extended Framework may already be in place at Hendra House.

In the Assessment Results Summary on page 14, I have indicated six areas where evidence collected in this assessment would currently indicate that you are already working in these areas. There would be merit in looking how this could be built on to support the success of the business in the future.

The second suggested action:

- Dependent on, and directly linked to the first action, is the development of a Continuous Improvement Plan that will enable you to implement any identified areas of best practice identified as being appropriate within an agreed timescale.

Developing a Continuous Development Plan

This is a logical extension to ensure that any development areas that you decide to undertake are carefully planned and implemented

For information, I have included a template for a Continuous Improvement Plan at Appendix 1 for information and use

Personal note

I would like to express my gratitude to everyone involved in this assessment and to thank them for their time and invaluable contributions.

I trust I have managed to reflect the comments and observations accurately and objectively within the report and that this will be helpful in supporting the future development of your people and practices and deliver the business success you aspire to achieve.

It is hoped that this report will stimulate discussion and that the Investor in People Framework will provide the platform to enable you to move to the next leveland beyond!

Sincere thanks go to everyone at Hendra Healthcare (Ludlow) Ltd.

Congratulations once again on continuing to meet the Investors in People Core Standard.

Tony Walmsley
Investors in People Specialist
September 2014

Appendices

Appendix 1 – Continuous Development Plan Template

Appendix 2 – Assessment Results Summary

Appendix 1 – Continuous Improvement Plan Template

Business Issue - What	Suggested Actions - How	Potential Benefit - Why	Priority - When	Responsibility - Who

Appendix 2 – Assessment results summary for Hendra Healthcare (Ludlow) Ltd

The Investors in People Framework The Evidence Requirements

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29		
The Indicators	1	✓	✓	na	✓	na	✓																								
	2	✓	✓	✓	✓																										
	3	✓	✓	✓	✓	✓																									
	4	✓	✓	✓																											
	5	✓	✓	✓	✓		✓				✓							✓													
	6	✓	✓	✓																											
	7	✓	✓	✓																											
	8	✓	✓	✓	✓				✓					✓																	
	9	✓	✓	✓	✓	✓																									
	10	✓	✓	✓																											

The number of evidence requirements met is **43**

Key:



The Core Investors in People Standard



Your Choice from the Investors in People Framework



Not part of the Investors in People Framework