



INVESTORS IN PEOPLE REVIEW REPORT HENDRA HEALTHCARE LTD.

Key Information

Assessment Type	Review
Assessor Name	Linda Henry
Visit Date	23/08/2011
Assessment Reference Number	82264-12WSLX

Conclusion:

In concluding that **the Standard is met**, the assessor confirms that Investors in People Central England continues to recognise Hendra Healthcare Limited as an Investor in People.

Hendra Healthcare Ltd. has provided evidence that it satisfies at least 43 evidence requirements of the Framework.

Provisional date for next visit: August 2012 for annual maintenance visit*

It is considered good practice for the assessor to maintain regular contact with the organisation. This visit will be a 'maintenance visit' with the Management to discuss progress and any changes. **(July 2014 for next full review)**

Assessor Name: Linda Henry
Investors in People Assessor

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Executive Summary / Feedback against the requirements of the Standard

About Hendra Ltd

Hendra House is an established, family run residential home, registered by the Care Quality Commission (CQC), to provide residential accommodation for 28 elderly residents. Hendra accepts residents who are either self-funding, or funded either in part, or wholly by the local authority.

At its most recent inspection by the Care Quality Commission (CQC) in mid-2009 the home retained its “Excellent” rating. Notably, the home achieved “Excellent” ratings across all seven of the key outcomes.

Hendra can demonstrate numerous county, regional and national awards and accreditations, which it has achieved consistently over recent years: these relate to the quality of care the home provides, its excellence as an employer and as a business, the achievements of its staff (national recognition of training attainments and apprenticeships) and customer satisfaction.

Since taking over Hendra House in 2002, the owners and staff have worked hard to develop a reputation for delivering high quality care to residents and their relatives in pursuit of the home’s mission statement, which is: “To provide a high quality and cost effective service to meet fully the care, personal and social needs of its residents, their relatives and their advocates at all times”.

Current objectives relate to:

- Increasing profitability
- Providing and maintaining capital investment
- Creating and maintaining a client focused environment
- Developing a motivated staff team
- Providing effective staff training and development

Each of these objectives is underpinned by SMART targets.

Strengths of the Organisation

- **Communication:** the owner/Registered Manager plays a hands-on role in the running of the home. He makes sure he sees every member of staff almost daily no matter which shift they work and continuously encourages their input and ideas on everything from equipment to menu to activities for residents. People feel empowered and involved and are committed to making residents feel that 'this is their home'.
- People enjoy coming to work at Hendra: there is minimal staff turnover and a low level of absenteeism, except in the case of serious long-term illness.
- Many members of staff are multi-skilled, having developed through a series of roles within the home and they are ready to support each other. This negates the need to employ agency staff, ensures effective use of resources and – most importantly – maintains continuity for residents.
- Work life balance is well supported, enabling people to manage their personal and family circumstances. Examples include extended time off relating to serious illness or crisis, gradual return to work, keeping in contact and moral support from managers and colleagues.
- People feel valued – they believe that their work is intrinsically rewarding and everyone confirmed that they are thanked genuinely and often by the owner/manager, residents and their relatives. They also gain a sense of achievement from external recognition of their work: witness the plethora of awards and accreditations which are proudly displayed at the home and on its website.
- These awards underpin Hendra's positive approach to social care, which has done much to raise the public profile of the sector. Managers and staff are committed to sharing good practice with member groups, and championing apprenticeships across the sector and the country.

Feedback against the requirements of the standard:

Business Strategy

The mission and values of 'team Hendra' are displayed prominently and people interviewed were keenly aware of the main objective of delivering the highest quality of care to residents and their relatives. The Business Plan, which is reviewed annually, sets out objectives for continuous improvement, supported by measurable objectives in all areas. Reviews of performance are undertaken for all members of staff every six months. People are involved in the home's objectives, contributing ideas and views on day to day practical issues and organisational matters. People are clear about what they are expected to do on an individual and team basis and understand how they are helping Hendra to *'be the best ... and then be better still'*

'We never use agency staff ... people will fill in'

'They're not like residents ...it's more like an extended family.'

'He won't (put in place) any plan until it's run past us – even the floor covering ... and the wallpaper'

Learning and Development (L&D)

There is a clear and focused commitment to developing staff. A budget is defined, which accounts for both monetary and time expenditure in respect of vocational, compliance and developmental training and providing a contingency for additional courses which may be identified. A training matrix is in place providing ready reference to all training required, scheduled and completed. Learning & development objectives are effectively linked to the business goals and to meeting the needs of residents.

As a care provider, Hendra is of course required to meet minimum standards of vocational training. However, the L&D programme goes well beyond this minimum in support of the home's aim to maintain its high reputation for excellence. There is a comprehensive induction programme, and enrolment on the Level 2 NVQ, followed by progression to Level 3, ensuring that staff are in a position to move into more senior positions should an opportunity arise; Apprenticeships/NVQs are supported for staff in all areas of the home including hospitality and housekeeping. Hendra has an effective relationship with its training provider, ensuring that qualifications are consistently delivered and qualifications achieved. Staff are encouraged to take an active part in compliance training e.g. by being involved in risk assessment and planning.

There are many examples of 'above and beyond' training including:

- The current pilot in which a number of staff have enrolled on a Customer Care qualification; people are appreciative of this opportunity to improve communication with all stakeholders, including relatives, suppliers, medical staff etc.
- The introduction of training on insulin and oxygen administration (*'speeds up our response'*)
- Proactive monitoring of blood pressure (*'alerts us to stroke risks'*)
- End of life care: working towards the Gold Standard framework

Refreshingly, the Owner feels proud when a member of staff moves on, for example to take up a nursing degree and views this as not only a credit to Hendra but as an opportunity to promote other staff and offer a new apprenticeship.

'We want to make sure that residents (and ourselves) are safe. It gives you the confidence that you know what to do ...' (mandatory H&S training)

'We asked for dementia training and it got organised really quickly.'

'It reinforces the quality of service we give ...people will say 'that's a lovely place to go...' (Customer Service training)

The NVQs *'help you think about why you do what you do.'*

Strategies for Managing People

People are well-informed about what is going on through personal communication from the owner and seniors, through attending, or reading minutes of, the regular Residents and Relatives meetings, and through the 'Hendra Herald' published at regular intervals. Every member of staff has an appraisal every six months. The process invites individuals to rate their own performance, which is then compared with the appraiser's view and forms a basis for discussion. People say they feel comfortable to express their views, ask questions and discuss their performance and aspirations. There is no set length of time for the appraisal so that a full discussion can take place.

There is evidence that everyone who so wishes, is able to progress through the organisation: people have moved into care from domestic roles, have progressed from apprentices to seniors etc.

There is considerable support for work life balance in that, where possible, shifts are arranged to accommodate family and other responsibilities; people are supported through long-term sickness, including gradual return to work, keeping in contact and moral support from managers and colleagues. You also recognise the stresses under which care staff work and provide for an external counselling service in appropriate situations.

'The night staff are never excluded.'
'The Assessor (NVQs) will come in at 6.30am'
'I will come back to work gradually – there's no pressure'

Leadership & Management

Knowledge, skills and behaviour expected of managers are defined in job descriptions/person specifications and there is a consistency of understanding from managers and staff of what this means - being *approachable, supporting, encouraging, motivating, delegating appropriately, leading by example, giving people confidence*. The Team Leader course was appreciated and fostered this shared understanding of the skills and responsibilities required for the role. Those who are aspiring to more senior positions are working towards Level 4 qualifications, and benefit from the support of their NVQ assessor, day to day reference to the Owner and the opportunity to 'step up' to take additional responsibility when appropriate. You could consider delegating responsibility for conducting appraisals to senior staff (see Continuous Improvement Plan below).

Valuing People Ownership & Responsibility

Everyone interviewed feels valued for the role they play at Hendra. They believe that their work is intrinsically rewarding and everyone confirmed that they are thanked genuinely and often by the owner/manager, residents and their relatives. They also gain a sense of achievement from external recognition of their work: witness the plethora of awards and accreditations which are proudly displayed at the home and on its website.

Everyone is invited to attend awards ceremonies, where possible; staff achievements are celebrated on Hendra's website, and more widely in the local press and other publications such as Shropshire Partners in Care etc. Staff are provided with a meal every day, a Christmas celebration, Easter eggs – the list goes on.

Everyone felt that they could contribute ideas to improve the service. Suggestions are always given serious consideration and there plenty of examples ranging from activities, involvement in planning the new treatment room, adjustments to the menu etc. Senior carers have recently initiated changes to the organisation of shifts to encourage the sharing of understanding and knowledge between teams.

'If we have an idea he's really open to suggestions and will react' (examples given)

'He trusts us and lets us get on with it. He knows we understand what we are doing and what the limits are.'
'He'll always back us if we've followed the right channels'
'He thanks us all the time.'

Continuous Improvement

Hendra's business plan focuses on a continuously improving organisation, whose reputation has built over the 9 years of the present ownership. As a small, independent home, with a family atmosphere, its commitment to excellence ensures that it more than holds its own in competition with larger operations.

Reflection on processes has led to improvements including : additional training to provide a proactive approach to stroke care and to enable staff to react to situations ahead of the arrival of emergency medics; the appointment of key workers for individual residents.

The impact of improvements are evident, not least in the low levels of absence and staff turnover (there is a waiting list of potential recruits); full occupancy with a waiting list; the increasing proportion of self-funding residents; the ability to promote existing staff to take on additional responsibilities.

'I wouldn't want to work anywhere else. You're not a number – you're you!.'

EXPRESSION OF THANKS/CONGRATULATIONS

I would like to thank all of you at Hendra House for the hospitality shown to me during my visit. You made me feel very welcome. The co-operation, openness and honesty of all those involved in the interviews made it an enjoyable and positive process. Congratulations to you all on achieving a successful outcome to the review and best wishes for the future.

Linda Henry

Linda Henry
 Investors in People Specialist
 30th August 2011

Appendix 1 – Continuous Improvement Plan

Areas for Continuous Improvements and / or Areas for Action Plan	Activity	Support from (e.g. Assessor / Centre / Other)
Leadership & Management	<p>As discussed, you could consider delegating responsibility for appraisal to senior staff at an appropriate time.</p> <p>This would enhance managers' engagement in the L&D programme – involving them further in identifying areas for team and individual development. As the RCM, you could monitor the process and provide an overview for the purpose of consistency.</p> <p>You might also consider extending the appraisal discussion to reflect on 'what we have achieved through L&D in the period under consideration and how this has contributed to the performance of individuals and their team and Hendra's offer as a whole.</p>	<p>There is matched-funding (up to £1000) available for Leadership and Management development, (Leadership & Management Advisory Service supported by the Skills Funding Agency) which could help with this: please contact me if you require further information.</p>
Management strategies / Health & Wellbeing	<p>You already do much to support people's work life balance in the flexibility available in individual 'standard' working arrangements and in enabling people to cope with unplanned situations. To make this more strategic, you could consider incorporating a section on WLB in your appraisal process: e.g. 'please indicate any highs or lows regarding working patters, workloads, working environment, resources or personal matters that may have influenced your performance.'</p>	<p>http://www.investorsinpeople.co.uk/Interactive/Awards/HWAward/Documents/Good%20Practice%20Award%20Framework.pdf</p>

	<p>You might also like to have a look at the health and wellbeing issues addressed by the Health and Wellbeing Award and how they link to the Investors in people Standard:</p>	
<p>Additional recognition</p>	<p>Whilst the assessor has formally identified additional evidence requirements met (in the area of Involvement & Empowerment – Indicator 7 of the Standard), there were a number of other areas of the extended framework where you could provide evidence of good practice. You may like to consider assessment at a higher level next time.</p>	<p>You can see a copy of the full framework at: http://www.investorsinpeople.co.uk/Documents/Brandin%2009/IIP_FRAMEWORK09.pdf</p>

Appendix 2 – Assessment results summary

The Investors in People Framework

The Evidence Requirements

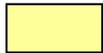
The Indicators	The Evidence Requirements																												
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
1	✓	✓	n/a	✓	n/a	✓																							
2	✓	✓	✓	✓																									
3	✓	✓	✓	✓	✓																								
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7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

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

Key:



The Core Investors in People Standard



Your Choice from the IIP Framework



Not part of the Investors in People Framework