



# Assessment report

Hendra Healthcare (Ludlow) Ltd

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## Acknowledgements

I would like to thank everyone at Hendra Healthcare (Ludlow) Ltd (Hendra Healthcare) who was involved with this review, whether it be in completing the online survey, at the context discussion or through the on-site interviews. The exceptionally strong and positive response to the online assessment provided a significant amount of quantitative data to inform the review.

The honest, open and positive contributions of everyone throughout the whole assessment process, and particularly through the context discussion and onsite interviews, provided a substantial amount of information to supplement that gained from the responses from the online survey and desktop review, and forms the basis of this report.

I would also like to acknowledge the continued commitment of everyone at Hendra House to the principles and best people and management practice embodied within the Investors in People Generation 6 Standard and Framework.

Tony Walmsley

## Executive Summary

Based in Ludlow, Hendra House is a multi-award winning residential home. Rated as 'Outstanding' by the Care Quality Commission (CQC), it is an independently owned, established, successful and highly respected residential care setting.

With a deserved local and national reputation, based around its strong commitment to providing care of the highest quality, it strives, and generally succeeds, in delivering excellence in everything it does.

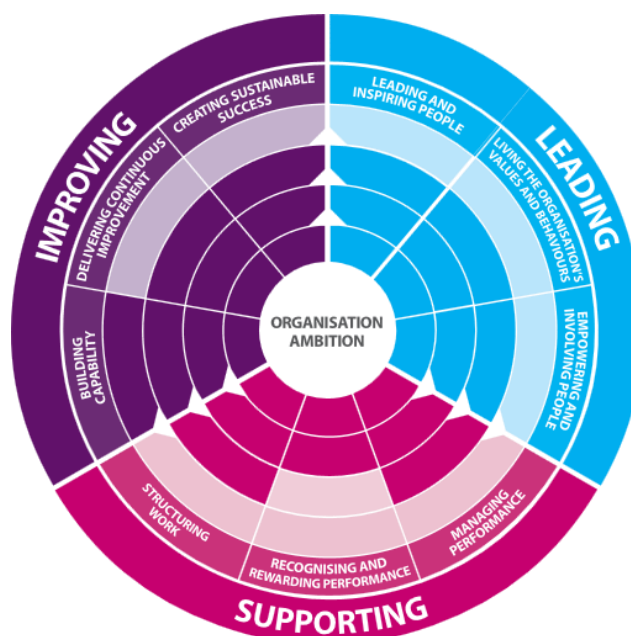
Hendra Healthcare was first accredited with Investors in People in July 2005. The initial assessment and all subsequent ones have demonstrated a commitment from the owners and management to best leadership and management practice, to consistently delivering high quality care, to continuous improvement and particularly to supporting individual development at all levels through a comprehensive approach to learning and actively encouraging career progression.

This assessment was undertaken against the Investors in People Generation 6 Standard and specifically using the Essentials Assessment Package. The assessment process commenced with an online assessment resulting in an excellent 84% response. The strength and positive nature of the responses was particularly notable.

A context discussion was conducted with the management team in November 2017 and was followed by face to face conversations with 10 colleagues from across the setting on 7<sup>th</sup> December 2017.

As can be seen from the final assessment outcome heat map below, Hendra Healthcare operates consistently at the higher performance levels within the Investors in People Framework. The outcome demonstrates particular strength in relation to the 'Improving' Principle and a very consistent performance in respect of the 'Leading' Principle.

Hendra Healthcare - Assessment outcome



In recognition of the findings from this review, the overall conclusion is that Hendra Healthcare (Ludlow) Ltd is confirmed as meeting all the requirements of being an:

**Investors in People Gold Organisation**

In highlighting the continued commitment to best practice the review established a significant number of organisational key strengths. These included:

- A clear focus on the future, articulated through a comprehensive business plan and strong core values that is understood and supported by everyone
- Open, supportive and respected leadership that involves, engages and motivates colleagues
- A culture of continuous learning and development
- Strong focus on performance management and career progression
- Significant commitment to continuous improvement and innovation
- A passion and commitment from everyone to deliver excellence in relation the care and support of residents and their families

Looking to the future, the owner and management team confirmed their ambition to become a truly high performing organisation.

In the spirit of continuous improvement three development opportunities have been identified. These opportunities are designed to build on existing good practice and are based around:

- Building on the existing leadership capability
- Further evolving the strong culture and ethos
- Developing the approach to recognising and rewarding high performance

Finally, in concluding that Hendra Healthcare actively demonstrates that it fully meets the requirements to be an **Investors in People Gold** organisation, it should be noted that this outcome represents a significant development on previous accreditations at the Core Standard.

The outcome provides an excellent platform for building on the current areas of best practice and becoming a truly high performing organisation.

#### Hendra Healthcare - Final award outcome



## Introduction and Context

Hendra Healthcare has been accredited with Investors in People since July 2005 and has maintained this accolade throughout by demonstrating a genuine commitment to developing and implementing effective people and management practices.

The decision to come forward for re-accreditation under this latest generation of the Standard underlines the continued commitment to continuous improvement and to benchmarking against recognised best practice.

Led by Vince Burmingham, Owner and Director, Hendra Healthcare has a strong and clear vision which is **‘To be the most highly accredited care home in Shropshire’**.

Underpinning this simple but powerful vision is the company mission statement.

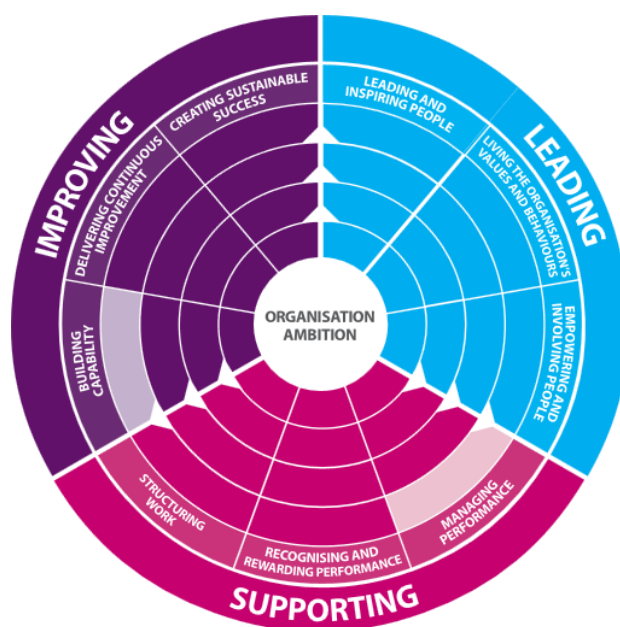
**“To provide a safe, caring, responsive, effective and well led service which consistently delivers outstanding person-centred care to meet fully the individual needs of our residents, their relatives and their advocates at all times”**

Quite uniquely, the organisational values, that drive everything that Hendra does, are firmly embedded within the mission statement, these being, **safe, caring, responsive, effective and well led**.

In undertaking this three year review, it was important to understand where the management team perceive that Hendra Healthcare currently operates against the Investors in People Standard. The context discussion provided the opportunity for the management team to discuss this and to consider areas for future development.

The heat map below summarises where the team believes the organisation sits against the each of the nine IIP indicators and associated performance levels.

Hendra Healthcare - The ‘As Is’ heat map



The shaded areas indicate the performance level that the management team perceive each indicator to be currently met at. As can be seen, it clearly highlights that there is a strong perception that the organisation is operating at the highest levels of performance across the whole Standard with particular strengths identified in the areas of ‘Leading’.

## Organisational strengths and challenges

The commitment and passion that the owners and senior management exhibit in consistently delivering exceptional care and a truly homely environment for all residents is perhaps the greatest strength of the organisation. The one 'Hendra team' approach together with strong leadership, clear and meaningful organisational values and the genuine passion of everyone who works there combine to make Hendra House the special caring setting that it has become.

Challenges come in several forms, not least the ability to maintain and operate a viable and sustainable independent residential home at a time of increasing economic difficulty and in a largely rural area. Other challenges include the availability of skilled staff although the reputation of Hendra Healthcare is such that there are currently no shortages of candidates when a vacancy arises.

The owners and management team use a range of business metrics to monitor and manage operational progress and performance. These include strategic and operational metrics relating to overall business and financial management, as outlined in the current two-year business plan. Metrics that measure the quality of care being delivered are monitored as are inspection reports from the regulator. The latter, provided in December 2017, confirming the continued rating of 'Outstanding'.

Performance metrics, some examples of which are included in Appendix 1, are used to ensure individual performance is managed effectively and that organisational capacity and 'one team' capability is maintained. This includes annual appraisals, quarterly supervisions, management and whole team meetings, resident feedback meetings, staff development, training, coaching and CPD records, external awards and benchmarking including Investors in People accreditation.

## Focus of the assessment

The focus for this assessment was based on supporting the achievement of the organisation ambition and articulated through the Mission Statement:

**"To provide a safe, caring, responsive, effective and well led service which consistently delivers outstanding person-centred care to meet fully the individual needs of our residents, their relatives and their advocates at all times".**

The on-site assessment was designed to build on the observation and context discussion to establish how accurate the perception of the management team is. It was recognised that in conducting this review against the full Investors in People Framework, it was likely that the outcome would demonstrate significant activity at the higher performance levels and, perhaps, confirm that the organisation was operating above the core Standard.

The focus of the assessment was tailored specifically to establish at what performance levels the people and management practices operate across the setting and how this compares with recognised best practice and, in the spirit of continuous improvement, identify potential opportunities for development to build on this in the future.



## Assessment Approach

Following the initial planning meeting and subsequent Assessment Proposal dated 7<sup>th</sup> July 2017, the decision was made to undertake this three year review against the Investors in People Generation 6 Standard using the 'Essentials' assessment package.

The planning meeting provided an opportunity to review how Hendra Healthcare had developed since the last review. The discussion included consideration of the current people and management processes that are in place and the business performance metrics used.

The online survey, using the IIP 40 questionnaire, went live on 6<sup>th</sup> November 2017 with 32 people invited to participate. The window for completing the questionnaire closed on 19<sup>th</sup> November 2017 by when 27 completed responses had been received representing a highly creditable 84% return.

A facilitated context discussion took place on Wednesday 29<sup>th</sup> November with the senior management team. Those attending were Vince Birmingham, Owner, Lindsey Giess, Care Manager, and Lead Practitioners Michelle Griffiths, Gemma Locke, Rose Meier and Laura McNally. The discussion was facilitated by Tony Walmsley.

Discussion ranged across a range of topics including business and operational priorities, organisational strengths and challenges and the approach to leading and managing the team. The discussion provided the opportunity to establish how the management team perceive that Hendra Healthcare currently reflects the best practice outlined in the Investors in People Generation 6 Standard and to consider priority areas for future development.

The discussion concluded by establishing a broad focus for the assessment as being to benchmark how the current management and people practices map to the Generation 6 Investors in People Standard and to establish where further development can build on this, moving towards being a high performing organisation.

Building on the quantitative information provided through the online assessment and that gathered through the context discussion, on-site interviews were conducted with 10 people on 7<sup>th</sup> December 2017.

Individual interviews provided qualitative evidence of how the management and people practices operate and are received on a day to day basis. A number of informal conversations also took place with colleagues in the natural course of the visit.

Substantial evidence was provided in the form of documents and included the current business plan and associated budgets and trading overviews, annual business reviews, induction and staff appraisal documentation including training records and logs, SMT Minutes and action plans, notes of resident meetings and the latest CQC inspection report. The Hendra Healthcare website was also used as a source of further information as was a number of care-based comparison sites.

The data, information, observations and comments collected throughout the whole assessment approach outlined above has been used as the basis for the analysis and findings outlined in this report.

## How Hendra Healthcare was assessed



The online assessment was deployed to 32 people, 27 of whom responded providing an excellent response rate of 84%. This response well exceeds the minimum required return and provides an excellent source of quantitative information and data.



Confidential individual interviews were conducted to provide qualitative evidence to support that collected through both the online assessment and the context discussion. 10 people were interviewed.

The selection of colleagues was designed to provide a representative sample that reflected the structure of the Hendra team.



In addition to the onsite meetings and interviews a formal observation was conducted with attendance at the senior management meeting on 29<sup>th</sup> November. The observation provided an opportunity to witness the professional approach and close collaborative working relationship that exists across the whole management team. In addition, informal observations and casual conversations with colleagues took place in the natural course of the review.



Desk top analysis of all the information and data collected throughout the assessment process has been undertaken to support the production of this report and to establish the assessment decision.

This report provides formal feedback from the whole assessment process, outlines the findings by Principle and confirms the overall award outcome

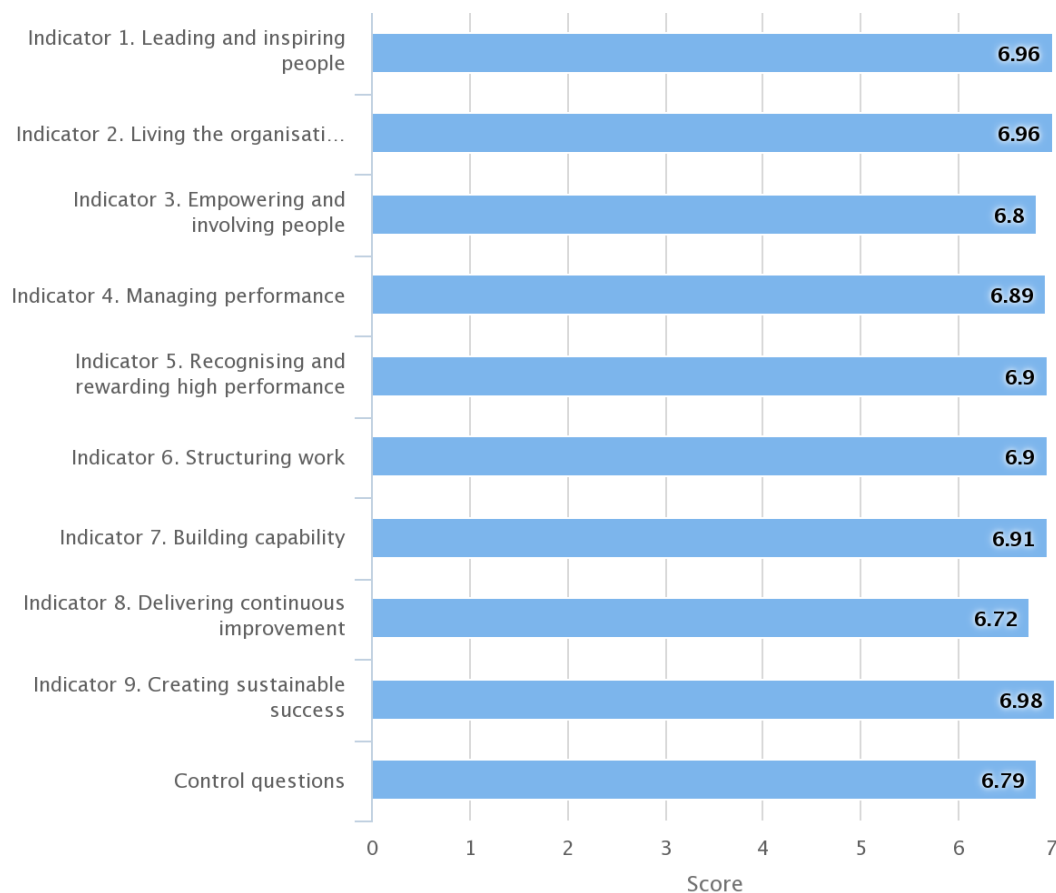
An opportunity to discuss the findings outlined in the report will be facilitated through a feedback meeting to be arranged after the publication of this report.

## Detailed Assessment Outcome

The overview of the results from the online assessment is included below and highlights the extremely positive nature of responses. It is particularly notable for the strong responses in the areas of Leading and inspiring people and Living the organisational values and behaviours.

IIP Indicator	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Indicator 1. Leading and inspiring people	95.25% (103)	4.75% (5)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 2. Living the organisation's values and behaviours	95.50% (103)	4.50% (5)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 3. Empowering and involving people	79.75% (86)	20.25% (22)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 4. Managing performance	91.75% (99)	5.50% (6)	2.75% (3)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 5. Recognising and rewarding high performance	90.75% (98)	8.25% (9)	1.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 6. Structuring work	90.00% (97)	10.00% (11)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 7. Building capability	93.75% (101)	4.50% (5)	0.75% (1)	1.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 8. Delivering continuous improvement	78.50% (85)	15.00% (16)	5.50% (6)	1.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)
Indicator 9. Creating sustainable success	98.00% (106)	2.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)
Control questions	80.50% (87)	16.75% (18)	2.75% (3)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)

The Alignment Summary below distils the above information and provides an indicator based analysis. Scores for each indicator are out of a maximum of 7.



## Principle 1: Leading

The first principle associated with the Investors in People Standard is that of 'Leading'. It encompasses the three indicators leading and inspiring people, living the organisation's values and behaviours and empowering and involving people. The principle focusses on ensuring there is clarity of vision and purpose for the organisation and that people are motivated. It also examines to what extent people are involved and engaged and that leaders are trusted and respected.

### Leadership

Hendra Healthcare has a strong and clear organisational vision which is **'To be the most highly accredited care home in Shropshire'**. It is underpinned by the associated mission statement:

**"To provide a safe, caring, responsive, effective and well led service which consistently delivers outstanding person-centred care to meet fully the individual needs of our residents, their relatives and their advocates at all times".**

The Mission Statement is displayed prominently on a large banner in the office and on the website. People fully understand and are committed to this ambition, a fact confirmed by all those interviewed and the online survey where 100% of respondents either agreed or strongly agreed that leaders clearly communicate the organisation's vision and objectives.

Leadership is taken very seriously at Hendra Healthcare, something that is fully confirmed through the online survey responses and through the most **recent CQC inspection report, within which the rating for the setting being well led was 'outstanding'**. The latter once again confirmed that the approach to leading the setting was 'outstanding' following a similar rating in 2015. The online survey highlighted the extremely high levels of respect and trust that people have for the management team with virtually every response strongly agreeing to the propositions offered.

Comments from the interviews fully supported this with the leadership approach variously described as being **"open", "highly professional", "friendly and always approachable"** and **"extremely supportive."**

**"The managers really do lead by example. Nothing is too much trouble either in supporting us or the residents." "The management team are excellent. They trust and respect us and we trust and respect them."**

People described communications at the setting as being excellent. The effective daily interactions are underpinned by formal channels that include shift briefs, daily updates, whole team and regular management meetings. Minutes are posted on noticeboards for everyone to read and include feedback from the regular resident and family meetings and the CQC report ensuring that everyone is kept informed and involved.

General observations during the various visits demonstrated just how leaders and colleagues work together with ease and real effectiveness. People value this open and hands on approach to being managed and led with people commenting:

**"Our managers are exceptional. They lead by example and support you all the way." "The management here are totally open and supportive. They look for people to take ownership and trust you to deliver."**

People are motivated to achieve exceptional results. The online survey responses provided a 100% response to strongly agreeing with the proposition. Interviews confirmed this with everyone being completely aware of what is expected of them and understanding how they contribute to the delivery of exceptional care. People all confirmed that they have clear

performance objectives specific to their roles and that these are set and agreed in discussion with managers and reviewed on a quarterly basis.

Managers confirmed that they are passionate about ensuring that the reputation and standards of care delivered by Hendra Healthcare are the best and take pride in maintaining the outstanding accolade and winning the various local and national awards.

***“We know we have to be even better if we are to continue being seen as the best. It encourages us to try even harder as when you are at the top there is only one way to go if you don’t!”***

***“You can speak with the owner or any of the managers at any time.” “If you have any problem, however small, they are there for you.” “They work alongside you every day and really do lead by example.” “They are the best bosses I have ever worked for.”***

It was noted that most of the managers at Hendra Healthcare have moved into leadership roles as a natural progression of their careers. As such they have a practical understanding of, and total commitment to, the approach to care and the standards of delivery that are expected and cascade this to their colleagues. People describe them as role models and give numerous examples of how they have been encouraged by them, supported through professional and personal issues and receive positive feedback and advice whenever needed.

The owner and care manager take great care to ensure that every member of the team has the skills and confidence to do their job effectively and well. This is particularly the case with those who are leading and managing others. Leaders, including ‘Seniors’ and ‘Lead Practitioners’, are all appropriately qualified. They actively seek to identify leadership potential in colleagues. The introduction of internal champions for specific aspects of care has been welcomed and a number of colleagues now lead on these aspects within the setting. The roles are designed to develop expertise within the home, provide career progression opportunities and ensure that colleagues are regularly updated with latest practice.

A key role of the senior management team meeting is to ensure that the setting has a succession plan in place to maintain the high quality services they deliver and to ensure that the capabilities required at all levels within Hendra Healthcare are maintained and developed to meet future needs.

### **The Hendra Values**

The Hendra Healthcare values drive everything that people do across the setting. The five values are ***safe, caring, responsive, effective and well led***. Quite uniquely, they are specifically embedded within the mission statement ensuring that they are at the heart of everything the organisation does.

The core values are understood by everyone associated with Hendra House, be they managers, colleagues, residents or friends and family. They were specifically developed to compliment the five primary areas of focus that the sector regulator, the CQC, uses to establish and maintain sector standards. Such is the extent to which Hendra Healthcare reflects these standards, that the setting has once again achieved the ultimate overall CQC accolade of being ‘Outstanding’ in the recent 2017 inspection.

The online survey results further highlight the degree to which the values are embedded across Hendra Healthcare. With responses consistently in the high 90% in relation to strongly agree, they clearly demonstrate that people share the organisational values, that their behaviour does reflect them and that the values do guide the way the setting operates and makes decisions.

Conversations with colleagues highlight how well embedded the values are within the setting.

***“It’s our values that make the difference and set us apart.” “Our values do define us. We reflect them every day.” “We all aim to be responsive, to ensure all the residents are safe and to be effective. We are certainly well led and we all care with a passion.”***

People confirmed that they regularly discuss the values with the managers and owner at whole team meetings, supervisions and appraisals, giving numerous examples of how they do the right thing rather than the easiest thing.

Newer colleagues were very complimentary about the values and the general ethos at Hendra House and compared it very favourably with other settings. The CQC report highlighted the high level of care that is provided at the setting, with this too being rated as 'outstanding', reflecting the exceptional care delivered by the team.

Managers explained that they encourage everyone to raise any issues of concern regarding poor practice and will always address it with the person concerned. The regular resident meetings are used to measure the quality of the care being provided and includes the opportunity to raise issues with staff. On the rare occasions that something is raised it is followed through and resolved.

Examples of people doing the right thing include staying to talk with a resident and/or their families when needed even if it went over shift, organising specific events or visits, coming in on days off to support a particular resident, shopping for or running errands, arranging special visits and, perhaps most impressively, supporting residents and their families unreservedly in end of life situations. The notes of gratitude received from relatives in these situations demonstrate just how far colleagues do go and the extent to which it is appreciated.

The online survey confirmed that colleagues are prepared to challenge the behaviour of others should they not be working in line with the values. The responses from the interviews fully supported this finding with everyone asked confirming that they would raise it "in an appropriate way.

***"If I saw anything I would tackle it and talk to them." "It rarely happens but it is important to deal with any issues because it will impact on the residents if we don't" If you aren't quite working to standard they (colleagues and managers) will have a quiet word with you and help you find ways to get back on track."***

### Empowering and involving people

In terms of Empowering and involving people, the online survey responses again provided strong positive responses from people with regard to being encouraged to take initiative and being trusted to make decisions in their roles, something that was fully supported through the interviews.

People feel empowered within their role. They confirmed that they have full access to the information that they need to do their job effectively and to develop their roles if and where appropriate. Several people cited their involvement in shift briefs and handovers as being particularly important in ensuring continuity of care for the residents and the general openness of the owner and managers regarding the wider operation and running of the setting. Several comments highlighted how people are encouraged to consider their own progression at supervisions and appraisals, making suggestions for training and developing their roles and responsibilities.

People confirmed that they are involved in making and taking decisions in their role, particularly when caring for residents, but also recognised the importance of following protocols in delivering high quality care and support.

***"Most of us are key workers so we take the lead automatically." "If we see anything that needs to be done or someone who needs help, we just do it and make a note of it." "If we are out with a resident or organising an activity we take responsibility for it. It's part of the job and makes it more enjoyable." "We are very empowered and fully trusted."***

A key strength of Hendra Healthcare, and the approach and style of the owners and leaders, is the active participation and effective collaboration that engages everyone who works within



the setting. People are actively involved in virtually all operational decisions and particularly those which have a direct impact on colleagues and it is truly at the heart of the organisation's decision making approach. The online survey confirms this with 100% of respondents agreeing (67% strongly agreeing) that they participate in decision making with others in the organisation.

***"We are included in everything that happens and can comment on anything. If you have a suggestion you are encouraged to share it and it often will be adopted."***

Several examples of collaboration and participation were given ranging from how colleagues work together on and between shifts to ensure continuity of care, to people covering shifts for each other when appropriate and the move to computer-based care and medication records. Managers confirmed that their policy is to involve people in decisions that impact both on the setting and themselves wherever possible.

Two current examples of both collaboration and participation are the choice and selection of the new staff uniform and the imminent introduction of walkie talkies to improve communications. The latter a response to a suggestion from within the team.

In updating the uniform, every colleague was asked to be involved in the process of selection with options chosen and modelled and people engaged in deciding what style of uniform each would wish to wear. The outcome is that new uniforms are now ordered and all individual dress preferences met.

At the time of assessment, a number of walkie talkies had arrived for trialling by colleagues to evaluate if they were effective in improving communications between the floors. The impact was to be assessed, with feedback from colleagues and residents as to the effectiveness and appropriateness of using them. The outcome of this would be discussed at staff and resident meetings to inform the final decision.

***"Decision making is critical. We are making, and expect colleagues to make, decisions all the time and they do." "I am encouraged to make decisions and know the managers will always support me if needed."***

The openness with which the setting is managed is very apparent from just watching the interactions between colleagues irrespective of seniority. People are comfortable working alongside each other, and with residents, and display confidence in what they do. When asked, everyone interviewed indicated that they would be prepared to challenge any aspect of the running of the home if they felt it necessary and if it would improve performance.

***"The management are totally open and supportive." "They look for people to take ownership and trust you to deliver." "We work the Hendra way. We aim to be the best and are expected to work to a high standard, making decisions and always looking to improve."***

The quality of information and evidence collected in relation to this first Investors in People Principle demonstrates a consistently high level of performance.

The three indicators Leading and inspiring people, Living the organisational values and Empowering and involving people are fully met at the **Advanced performance level** with each demonstrating a number of characteristics of high performance.

The conclusion is that, in respect of the first Investors in People Principle – Leading, Hendra Healthcare are operating effectively overall at an Advanced level of performance.

Two potential areas for development relating to this principle should be designed to build on the existing approach and take the practice to the high performance level.

The assessment highlighted that the current leadership, through the Directors and management team, is well respected, trusted, and inclusive. It will be important to maintain this exceptional level of leadership. Reviewing and defining future leadership capabilities, in

line with the values and the needs of the setting, would ensure that plans for continuity and succession are in place.

The current culture and ethos of one team is fully understood by everyone and does influence how the setting operates. Looking to the future, there would be merit in reviewing how this culture can be further developed in the medium to long term.



## Principle 2: Supporting

The second Investors in People Principle, 'Supporting', extends across the areas of performance management and recognition and reward and also incorporates the way an organisation develops its structure and the roles within it to deliver success.

### Managing Performance

The Hendra Healthcare Business Plan, April 2017 to March 2019, provides the focus for the whole operation. It identifies five clear strategic objectives, two of which relate directly to people and their performance and it forms the basis for all decisions and operational activity and for evaluating performance across a comprehensive range of business metrics.

Each strategic objective is mapped to the five core values and contains a number of specific indicators which are then used to measure performance. Each indicator is linked directly to the performance of the setting and then aligned to individual performance objectives for colleagues.

The priorities from the Business Plan are communicated to everyone through the whole staff meetings and updated throughout the year. People are aware of the priorities and understand how they contribute to their achievement, confirmed through the interviews and the online survey with the 100% strongly agree response to the proposition that the organisations success is reliant on all of us achieving our individual objectives.

The approach to performance management at Hendra House is well established, consistently applied and stems directly from the strategic objectives within the Business Plan. People interviewed all confirmed they receive an appraisal and that they set objectives that are relevant to their role and development. The online survey responses support this finding with 93% of responses agreeing or strongly agreeing that they set objectives with their line manager.

The appraisal conversation is a face to face two-way discussion conducted by the owner and care manager and recorded on the electronic system. A structured discussion format is used for consistency and is designed to review past performance, measure current performance and behaviours against a number of criteria and discuss and agree individual performance objectives, development and learning. The behaviours directly reflect the five values and individuals are asked to rate themselves against the set criteria and discuss with their manager.

Comments demonstrated that people value the conversation and confirmed that their performance objectives and behaviour are discussed. Objectives agreed contribute to the Hendra House priorities and outcomes from all appraisals and reviews are recorded, and analysed. People confirmed that their individual performance objectives are relevant to their role and that they were encouraged to achieve high standards of performance.

***"We discuss and set objectives around what we do and for our personal development. This includes completing the dementia and diabetes training and my role as a Champion." "I really benefit from the appraisals and supervisions, receiving feedback on how I am doing and discussing how I can progress."***

People confirmed that they are encouraged to suggest their own development priorities and that managers try and accommodate these as much as possible. As well as refresher and mandatory training and continuing professional development, examples given included progression opportunities with colleagues aspiring to move to the next level of seniority.

People also highlighted how they monitor their own progress and are able to ask for a review if they want to discuss aspects of their plan.

In addition to the appraisal process, people also highlighted the importance they place on the regular supervision meetings with the Care Manager. Supervisions are held quarterly and provide an opportunity to focus on and discuss the care aspect of the individual's role and their personal welfare.

When asked about high performance, managers confirm that they are always encouraging people to deliver the best care available. Feedback from residents and families formally through regular meetings and more informally through word of mouth, and that from visiting GP's and external professionals, is used to monitor the level of care being delivered and inform practice. People confirmed that they understand the standards of care expected and strive to deliver them. Several comments highlighted how residents and families often praise and thank colleagues for supporting their relatives and these instances are recorded where possible. Further evidence of the consistency with which Hendra House maintains its high standards can be seen through the many external awards that it has achieved including being one of the 2017 top twenty rated care homes in the West Midlands on the Carehome.co.uk website.

***“High performance is the norm here. It is what we do!” “We are proud to be the best and know we have always got to improve to stay there.” “We all know our roles and priorities and the high standards of care expected.”***

The online survey confirms this finding with 100% strongly agree responses in respect of people being encouraged to achieve high performance. This is reflected through the appraisal rating process with 'valued' employee being the norm and 'outstanding employee' denoting elements of high performance.

Any underperformance is generally perceived as being managed effectively although it is not something that occurs very frequently. Leaders explained that they use improvement plans to support colleagues to develop their performance and look to provide coaching and mentoring to support people. Comments from colleagues suggested that their perception was that poor performance is always picked up and dealt with fairly and effectively.

As part of the annual business review and planning process, data from the performance management process is used to ensure that skills and experience across the team meet the needs going forward and inform future budget allocations and plans. Metrics including staff absence training spend, staff costs and retention, succession planning and reviewing all skills and training matrices are undertaken and recorded.

### **Recognising people's contributions**

The owner has developed a clear and consistent policy regarding reward and remuneration. The business plan specifically includes performance targets for staff pay and staff rewards. The key priority for pay is to 'maintain minimum staff wages at or above living wage' and to review as appropriate. In regard to staff rewards the plan includes reviewing how staff are rewarded for achieving qualifications and reflecting commitment and performance.

Pay scales are based on role with actual levels awarded being linked to roles, responsibilities and the levels of skills, experience and qualifications of the individual. The staff handbook provides information relating to the arrangements for salaries and wages and includes sections on absenteeism, timesheets and pensions.

Pay reviews are undertaken annually and comments indicated that people generally perceive the levels of remuneration to be fair for the roles they undertake. Whilst comments highlighted

an awareness that the care sector is traditionally one of the lower remunerated sectors they also indicated that people felt that Hendra Healthcare ***“are a pretty good employer when it comes to looking after you.”***

Comments from the interviews confirmed that people feel satisfied with the way that they are remunerated and rewarded with no negative comments put forward. Everyone was aware of how the policy operates and confirmed that they were updated appropriately through the staff meetings and by the owner and Care Manager. People particularly value the support given to gain sector relevant qualifications and highlighted how this is recognised and rewarded. Other comments described how people are encouraged to progress when opportunities arise. Several people interviewed described how this had worked for them and resulted in increased remuneration as their responsibilities changed.

***“The pay is fair and the conditions are excellent. We get paid for our breaks and get vouchers at Christmas.” “They do recognise your efforts and are always thanking you. You do feel valued.” “If you need time for personal issues they will always go out of their way to support you.”***

In terms of recognition everyone indicated that they feel fully appreciated and valued both in their role and as a part of the team something that the online survey again supported fully. People commented that, in addition to the informal recognition received on a day to day basis and at team meetings, the appraisal process provides a formal opportunity to recognise and discuss their performance, something that people value.

People described how the owner actively involves them in all aspects of the running of Hendra House, consulting them over developments such as the change in uniform, citing team meetings and informal conversations as integral to making this happen. People also highlighted a number of other ways in which they are recognised including vouchers at Christmas, Easter eggs, organised trips, celebratory meals out, attendance at setting events such as the summer fete and bonfire Barbeque, and the Christmas party.

When asked about team recognition people highlighted, with genuine gratitude and delight, how the whole team celebrate when the setting is successful in achieving an external award or accolade. In addition to this, individual colleague’s learning and qualification achievements are highlighted in newsletters and on the website for all to see.

***“Vince (the owner) will take us all out. Some of us volunteer to work to let others go. We will then be taken out later.” “Whenever we are successful they always let us know – even texting you when you are on holiday to let you know!”***

The area of recognition and reward is perceived as being very positive within Hendra Healthcare, particularly in respect of team recognition. With such a strong focus on the one team philosophy, there might be merit in reviewing whether the existing approach to recognition of individual high performance could be developed in the future.

### **Structuring work**

The organisational structure at Hendra Healthcare is straightforward with clear reporting and communication lines that are understood by everyone. Job descriptions are in place for each role and people confirmed that their own reflected their current role and responsibilities. People commented that job descriptions are used as a basis for their appraisal and setting their performance objectives and development priorities and are reviewed annually.

The owner and care manager are adept at developing roles to play to the strengths and interests of individual colleagues and work hard to tailor responsibilities to this end. An

example of this is the introduction of 'Champions' where an individual has a specific responsibility that reflects their interests and/or experience and expertise, and they act as a point of reference and expertise for other colleagues in respect of that topic.

An example is in the area of infection control, a critical aspect of residential home management. The infection control champion has responsibility for taking the lead in relation to this topic and is tasked to oversee all aspects of this across the setting. Specific responsibilities are added to the individual's job description, one of which is to keep abreast of latest thinking and ensure the setting reflects best practice. To this end the Champion has become an active member of the Shropshire Infection Control Link Group ensuring that the latest techniques and information are available to, and implemented within, the setting. Such has been the impact of this role that Hendra House has achieved the Platinum Award for infection control by the local authority.

This one action directly reflects and impacts positively on the delivery of the five core values, adding considerable job satisfaction to the colleague concerned. The strong positive responses to the online survey suggest that roles are structured to allow people responsibility, are interesting and use skills and capabilities.

Key drivers in the designing of roles and in devolving responsibility and autonomy are the specific care and support needs of each individual resident and the wider and ever-changing need of the wider care sector.

***"We tailor roles to deliver the specific care that each resident needs. This means that roles do change when new residents join and the needs of existing residents change."***

***"We have had a focus on dementia care so everyone working here knows how to support people with it. We are now focussing on how to better support people with end of life care."***

The owner takes overall responsibility for maintaining and updating all policies and procedures across the setting. All policies are available to everyone through the office and are included in the staff handbook. Amendments and updates are communicated to everyone and the date logged in the staff handbook.

People confirmed that they are required to sign to say that they have read and understood the policies and changes and this is reinforced through discussions at staff meetings where changes are explained and questions answered. Newer colleagues confirmed that familiarisation with, and an understanding of, the policies was a key aspect of the induction process and that they were comfortable that they fully understood their responsibilities in respect of them.

The interviews highlighted the extent to which everyone collaborates and works with their colleagues. The very nature of the setting relies on people working effectively together to deliver the levels of care they provide.

Team communication is described as being generally very effective and takes place with formal shift handovers, daily team briefings and whole team meetings. Shift handovers are key events with information presented verbally on individual resident's health and needs, incidents, medication, dietary requirements and other information all passed on and fully recorded through the electronic system.

In addition to the whole staff team meetings, monthly management meetings supplement the daily meetings between the owner and care manager. Carers and kitchen teams meet on a regular basis and monthly resident and family meetings, mentioned before, provide valuable

feedback relating to the quality of care and support being provided. All meetings are minuted and posted on notice boards.

As with the Leading principle, the evidence collected against the Supporting principle again demonstrates consistent performance at the higher levels of the Standard.

In relation to this second Investors in People Principle - Supporting, the overall conclusion is that Hendra Healthcare is operating fully at the **Established level of performance** for the indicators Managing performance and Recognising and rewarding high performance, with Structuring work met at the **Advanced level**

A development opportunity relating to this principle is the need to review how the reward and recognition strategy might more effectively reflect and recognise individual performance. Whilst the 'one team' philosophy is understood and valued by everyone, and people indicate they do get recognition where appropriate, developing a more formal method of recognising individual contributions and linking this to the Hendra values and behaviours would more closely reflect high performing best practice.

## Principle 3: Improving

The third Principle, 'Improving', focuses on the ability of an organisation to develop the resilience to secure and maintain future organisational success. To this end, it considers how an organisation builds the necessary capability and capacity to deliver its ambition, its approach to continuous improvement and innovation, and the approach to managing change. In addition, it examines the way the organisation operates and impacts on the wider community and market it serves.

It became very apparent through the assessment process that Hendra Healthcare operates at the highest of levels of performance in relation to this principle with the information gathered through the online assessment, context discussion and the interviews all confirming this.

### Building capability

Such is the importance placed on recruiting, retaining and developing people to deliver the care and support that two of the five strategic objectives in the current business plan specifically focus on these business critical areas. The two objectives, 'Developing a motivated staff team' and 'Providing an effective staff training and development plan', are designed to ensure that Hendra Healthcare continues to maintain the capacity and capability to deliver a sustainable and profitable care setting and has a measured and structured plan to achieve this.

The priorities and actions outlined in the objectives include focussing on maintaining staffing levels, workforce planning and succession, staff retention, diversity planning, supporting qualifications, induction and bespoke and refresher training. The actions identified provide the basis for allocating budgets and other resources, and for measuring and evaluating performance and impact in the context of delivering the overarching organisational ambition.

People interviewed confirmed that there is a strong learning culture within the setting, something that is highly valued. People interviewed provided numerous examples of the training they have received and continue to attend. Everyone is encouraged to work towards role relevant qualifications ranging from Level 2 to 5 in Health and Social Care and Hospitality. Virtually all colleagues have achieved at least one qualification, something recognised in the latest CQC report, irrespective of their role or position.

***"We encourage everyone to learn and to develop to their full potential." "People are encouraged to reach their potential and even go beyond!" "You never stop learning here." "The training we get is excellent." "Many of us started as carers or in the kitchen and now have management responsibility. If you want to progress here you can."***

The online survey fully confirmed the strong culture of learning with all responses strongly agreeing that people 'believe it is important that everyone learns and develops their capability'. This is further amplified by the responses that indicate people perceive Hendra Healthcare as being high performing because it invests in people and that it achieves positive outcomes as a result, with 100% strongly agree responses to each proposition.

Everyone interviewed confirmed they had regularly discussed their development objectives, personal aspirations and their ongoing learning. They also confirmed that learning activity is discussed in their appraisal and that this is reviewed on a regular basis.

Learning and development is evaluated through individual supervisions and as part of the appraisal process. It is also discussed and reviewed at staff and management meetings where the opportunity to share new and best practice is always taken. Managers are keen to ensure people are able to put new skills into practice and provide coaching and mentoring to support this. At an organisational level, the annual review of the business plan ensures that the impact and effect of the development programme undertaken is measured. Actual activity is monitored through the comprehensive training matrices on a monthly basis.

***“As a champion, I am responsible for keeping up to date and happy to do this myself.”  
“We are always encouraged to come up with ideas for our training. You only have to ask and it will probably be arranged.”***

The owner is particularly committed to promoting and using formal apprenticeship schemes. Many of the team have achieved their qualifications through this route, irrespective of their age, and one colleague is currently on an active scheme.

There is an established approach to recruitment led by the owner and care manager. The approach was described by people as being professional and friendly. Vacancies are advertised internally and externally. The Hendra House website provides an additional and important recruitment channel and contains a section specifically relating to ‘career opportunities’ which highlights current vacancies and invites prospective employees to download and submit an application form.

Induction of new colleagues is undertaken through a comprehensive structured approach that includes on site introductions, shadowing of experienced colleagues and managers for two weeks and significant coaching and mentoring support through the completion of a probationary period.

The owner and care manager develop and communicate work schedules to provide the required care and support and meet all quality and statutory requirements. People confirmed that they are informed about working and shift patterns and requirements in a timely fashion and that these are published in advance. They also confirmed that managers work hard to accommodate individual staff requirements around shift requirements, something which is highly valued by colleagues.

#### Continuous improvement

***“There is a passion to improve from everyone here.” “If there is anything new that will help our residents, we will get it!” “People are always willing to try new things and make them work.”***

Hendra Healthcare is regulated by the CQC. The regular inspections associated require the organisation to consistently demonstrate that they are operating effectively against five inspection areas. These areas are Safe, Effective, Caring, Responsive and Well-led. It is feedback from the inspection report, comparison through sector comparison organisations, comments and observations of residents and their families, suggestions from staff and feedback from Investors in People reviews that are used to inform and improve how Hendra Healthcare manages and develops its people.

Examination of the most recent inspection report, published in December 2017, confirms that the care and support provided by Hendra Healthcare are **“Outstanding”** demonstrating the high quality and effectiveness of both management and colleagues in delivering to care to their residents. The owner and management team use the recommendations and findings to develop and improve the services offered. Outcomes and findings from all different sources are fed back to colleagues. Positive comments relating to staff and performance, particularly in relation to the care and support that people receive from them are always highlighted personally and on noticeboards.

Perhaps one of the most impressive features of Hendra Healthcare is the consistency it has achieved in delivering quality care over many years. This is confirmed by the highly impressive range of local and national awards it has either won or been nominated for. These include Platinum awards for healthy eating and infection control, 5 star rating for food safety, top 20 rating for care homes in West Midlands and many other national accolades. All are important in recognising the commitment to care and all are used to inform future development and improvements.



Management meetings and whole team meetings provide a clear structure for communication and for monitoring operational performance and identifying how this can be maintained and improved. This is supported at individual level through the regular supervisions and annual appraisals. Regular resident and family meetings are used to ensure that the recipients of the care influence how it is delivered and provide feedback to inform development and improvement. Internally information is monitored and managed through care plans, their regular reviews and shift handovers.

Externally, conferences such as Shropshire Partners in Care and sector events such as the Care Show are attended to provide a wider perspective of latest thinking, technology and practice and brought back to the setting. A prime example of this being the introduction, implementation and move to electronic record keeping for care plans and medication across the setting.

The online survey confirmed the strong commitment to continuous improvement through the responses to the proposition that people are always seeking new ways to improve with virtually everyone (96%) strongly agreeing. This was complimented by a similarly strong response to people looking for improvement ideas from within and external sources.

In relation to people being supported when taking reasonable risks when trying new initiatives, there was a wider response from respondents to the online survey. When querying this in the interviews, people were careful to explain that ***“whilst we will always try new things, we never take risks and we have to be careful how we introduce change to the residents.”***

When asked, people felt that where mistakes are made, managers use this as an opportunity to learn from the situation rather than allocate blame.

***“We all try hard to get everything right but occasionally things happen. Where this occurs managers are generally supportive and we learn what we can from it.”***

As was highlighted earlier in the report, people are actively encouraged to come up with new ideas and suggestions for improvements. Several comments earlier in the report highlight and confirm this.

A number of examples of innovation were identified earlier in the report and have included the move to electronic care and medication plans. Other examples include the trialling of walkie talkies to improve communications across the setting and the installation of a new hydrotherapy bath that will provide walk in access to users. As with all the other innovations introduced, adopting innovation has positive benefits to residents and certainly contributes to the quality of care available and the reputation of Hendra Healthcare.

A particularly innovative initiative now being taken is the introduction and development of wider clinical skills to colleagues. This is being introduced in conjunction with visiting GPs and care professionals and is designed to enable colleagues to be able to undertake basic clinical skills such as temperature and blood pressure in addition to their already comprehensive care skills – again providing a tangible benefit to residents and therefore the business.

### Sustainable success

In relation to creating sustainable success, the online assessment provided an exceptionally strong and consistently positive response to all questions. The interviews and the discussion at the context meeting fully supported this.

The Hendra Healthcare Business Plan outlines a clear operating strategy to maintain a profitable and sustainable care setting. It contains key performance indicators and targets to articulate how this will be achieved and provide the basis for monitoring and measuring performance. The owners and care manager regularly review performance against the plan and this is evaluated and summarised fully in the annual ‘Overview of Trading’.



People confirmed that they are kept up to date with the priorities and performance of Hendra Healthcare at periodic staff meetings and are always encouraged to ask questions to clarify any aspects of the way the setting operates.

Managers confirmed that they contribute to future plans through the monthly management meetings. ***“If we have any ideas for improving anything we do here, they are always welcomed and will be adopted.” “We are always asked for our input and opinions on anything new and our comments are always valued.”***

It was clear from the interviews that the owner and management team are aware of the challenges to the business in the medium to long term, particularly the pressures on public funding through the local authorities. The plan addresses these issues directly through a focus on achieving and maintain a balance between public and private funding and maintaining occupancy rates. A particular constant challenge in the sector is the need to maintain staffing levels and a highly professional team. Whilst this is not an issue currently as there are a number of prospective employees waiting for opportunities to join the Hendra team, the business plan does address this aspect of sustainability through its sections on succession and progression.

The interviews confirmed strongly that people believe that Hendra House is a great place to work and that it has a positive future. The unanimity with which people confirmed this through the interviews was fully supported through the online survey with 100% strongly agree responses. Some of the comments supporting this included:

***“It’s not just great, it’s wonderful place to work!” “I really enjoy working here. You even go home happy!” “We are just one big family really.”***

When asked about change, how it is planned, implemented and managed at the setting, people were very positive. The interviews confirmed that colleagues are always consulted about changes that impact on them or their working environment. Such is the consultation that the residents were consulted about and selected the new colour scheme, chairs and carpet for the communal lounge area. As one comment observed. ***“It is their home. We just work here but they live here so they should choose.”***

Other comments highlighted the genuinely consultative approach to implementing and managing change within and across the setting.

***“Change happens here all the time. We are always looking to improve and that means changing things for the better.” “We pride ourselves on being the best. If we stand still, we will effectively be falling back so we are always changing things.”***

People confirmed that they perceive change as positive within the setting. Several people highlighted how they are responsible for initiating change within their roles. Whilst this was especially the case for people with leadership and management responsibility several people mentioned the role of the ‘Champions’ with the team as being ‘change leaders’.

Champion roles have been established for adult safeguarding, oral health care, fall prevention, dementia care, activities and events, infection control and end of life care. A Champion develops specialist skills and knowledge and takes a lead on their implementation across the setting supporting and working with colleagues. They update themselves and share best practice across the setting, instigating change and improvement where needed.

The owner, care manager and management team all have considerable experience of the sector and in managing and delivering quality care. The owner has a background in the sector and a deep understanding of the needs and demands of the delivering high quality residential care. Evidence of this can be seen through the consistently impressive inspection reports from the regulator, in maintaining the ‘Outstanding’ rating once again in December 2017. This is a particularly notable feat as this was achieved against the latest inspection framework.

Hendra House is located in the centre of a large residential area within Ludlow in close proximity to local community facilities including the primary school, churches, meeting halls and shops. It prides itself on being an integral part of this community and is actively involved with it. Community groups visit and more independent residents and colleagues involve themselves in local activities. The setting encourages and supports work experience and placements for new entrants and interview training sessions. It is active within the wider Ludlow and Shropshire community promoting the sector and offering taster sessions and the owner is an active member of the local business community.

On a national level, the owner contributes significantly to the progression and promotion of the sector and of staff development. He is a National Apprentice Employers Champion for Health and Social care and a member of the National Trail Blazer Group designing the new sector qualifications. He is a director of the Shropshire Partnership in Care and, together with the care manager, is involved with Skills for Care in the making of promotional videos on the benefits of apprenticeship.

Colleagues confirmed that the setting is very much at the heart of the local community and all confirmed ***“that this was exactly how it should be.” “We are here for the community, in the community.”*** People also confirmed that Hendra House openly supports local charities where they can. Others confirmed that they support collections for local organisations on a regular basis.

As can be seen from the above, the evidence gathered through this review demonstrates, both through the interviews and online survey, that Hendra Healthcare operates at the highest performance levels when it comes to the third Investors in People Principle – Improving.

In conclusion, the indicators Delivering continuous improvement and Creating sustainable success are met at the **Advanced performance level** and Building capability is met at the **High Performing** level.

In respect of this third Investors in People Principle – Improving, Hendra Healthcare currently operates at the Advanced level.

With the outcome of the assessment demonstrating that Hendra Healthcare (Ludlow) Ltd is already operating at the higher performing level across all the three indicators of the Improving principle, the challenge is to both maintain this and to identify ways to build on it for the future.

## Recommendations and Next Steps

The broad recommendations below outline potential development areas for the owner and management team at Hendra Healthcare to consider and are based on findings of this review.

The outcome of this assessment demonstrates that Hendra Healthcare is currently performing consistently at the higher performance levels of the Standard. The final outcome heat map demonstrates an impressive consistency with all indicators met at the Established performance level, eight met at Advanced and Building capability fully met at the High Performing level.

The following three recommendations focus on developing areas where the assessment has identified opportunities for further development. They build directly on the existing good people and management practices that have evolved and are designed to support the delivery of the Hendra Healthcare Business Plan and support the move towards becoming an even higher performing organisation.

### Building on the exiting leadership capability

The assessment clearly established that the owner, care manager and management team are widely respected and trusted and that the open and supportive leadership and management style and approach is both motivational and inspiring.

In implementing and delivering strategic objectives within the business plan, it will be important to maintain the exceptional levels of leadership which are valued by colleagues and underpins the high quality of care that is currently delivered.

Reviewing and further defining the leadership capabilities associated with all roles, in line with the core values and future management needs would build on the existing open and inclusive leadership style and approach.

### Further evolving the strong culture and ethos

The current culture and ethos based around the Hendra 'one team' approach is fully understood by everyone and directly influences how the setting operates. The assessment demonstrated that people all strive to deliver excellence within their roles and are proud to be part 'Team Hendra'.

Looking to the future, there would be merit in reviewing how this culture can be further evolved and how the values and particularly the corresponding behaviour of colleagues may need to develop in the medium to long term. The inclusive style of management lends itself to stimulating a whole team discussion around defining how the setting might 'look' in the medium term and if and how the values and behaviours may need to develop to deliver that perception.

### Developing the approach to recognising and rewarding high performance

The current approach to recognition and reward is perceived as fair with everyone interviewed confirming they feel valued and appreciated. The 'one team' philosophy is understood and valued by everyone, with team celebrations highly valued.

The development opportunity is to review how the existing approach to recognition and reward might more effectively reflect and recognise individual performance. Developing a more formal method of recognising individual contributions and perhaps linking this to behaviour and core values would more closely reflect high performing best practice.

## Next Steps

The key dates for the next reviews are set out below:

Hendra Healthcare Accreditation date	Hendra Healthcare 12-Month Review	Hendra Healthcare 24-Month Review	Hendra Healthcare Accreditation Expiry
07/12/2017	07/12/2018	07/12/2019	07/12/2020

Following the publication of this report, the next step is to provide the opportunity to present verbal feedback around the findings of the assessment.

A feedback meeting will be arranged at which it will be possible to provide further information regarding the assessment and clarify and discuss any aspect of the report as required.

The meeting will also provide the basis on which to establish a plan of action to build on the current high level of performance over the coming three year period and form the basis for the 12 and 24 month reviews. The annual reviews are a mandatory aspect of ongoing accreditation.

## Appendix 1

### Examples of performance metrics used by Hendra Healthcare (Ludlow) Ltd.

This appendix provides some examples of the metrics that are used to monitor and manage the performance of the Hendra House operation. All metrics are contained within the Business Plan and are reviewed monthly by the owner and annually through the Overview of Trading. Each metric aligns specifically to one of the five strategic objectives.

The full 'Overview of Trading' for the periods from April 2015 to March 2017 were made available to the assessor and demonstrate a clear and positive improvement year on year across virtually all metrics.

#### Financial Metrics

Include Turnover/sales, Administration expenses, operating profit and net profit, staffing costs, food costs, balance between self-funding and local authority funded residents,

Results demonstrate a positive progression since the 2014/15 trading year in line with planned growth. Measures include forecast against actual and, where appropriate, against recognised sector benchmarks. Specific examples include:

Sales - Annual occupancy	2014/15	96.43%		
	2015/16	99.84%		
	2016/17	99.91%	Sector norm 82.65%	

#### Staffing metrics

Include maintaining planned and appropriate staffing levels and mix on shift, staffing costs, training and development spend and number of staff with qualifications. Specific examples include:

Staff costs	2015/16	42.71%	Sector norm 52.8%	
	2016/17	42.88%	Sector norm 63.8%	
Staff retention	2015/16	94.2%	Forecast	85%
	2016/17	86.2%	Forecast	85%

Other specific performance objectives include feedback on performance from resident and family meetings, complaints and compliments, CQC inspection reports and ratings, and maintaining Investors in People accreditation.

The 2017/2019 Business Plan identifies a number of tangible benefits that the proposed investment in supporting staff development and future capacity and capability will deliver. These include:

- Even more effective recruitment and retention
- Enhanced flexibility within the workforce
- Innovative and creative teams producing enhanced problem solving and decision-making opportunities
- Improved morale and job satisfaction

Designing and implementing effective analytics to monitor the achievement of these benefits will enhance the existing range of business and people performance management metrics.

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