

INVESTORS IN PEOPLE

Organisation Improvement Framework

Review Report

Commercial in Confidence



Hedges House Residential Care Hotel Ltd Lytham

UNDERTAKEN BY
Katharine Simpson

On behalf of Investors in People North West Ltd.

LAST DAY ON SITE
29 October 2009



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Introduction

This is the 2nd review for Hedges House Residential Care Hotel, last reviewed in December 2006.

The home is run in the style of professional hotel, with a very high standard of facilities including a licensed bar, restaurant, library and music room, en suite bedrooms and provides 'a home away from home and a world of care without a care in the world' for its 34 residents

18 staff are employed, of which 9 were interviewed, representing a sample of 50% - IIP UK guidelines suggest approx 43% to 83%

The managing Director is a daily presence in the hotel and is involved in financial management of the hotel, purchasing of supplies and overseeing the fabric of the building/maintenance but leaves the day to day management to his very capable Manager

Since the last review, there has been extensive refurbishment and extension to the premises, having bought the property next door and expanded into the space.

The hotel has a stable workforce, with no staff turnover in the last twelve months

Outcome

Having carried out the assessment process in accordance with the guidelines provided for assessors by Investors In People UK, the Assessor was satisfied beyond any doubt that Hedges House Residential Care Hotel continues to meet the requirements of the Investors in People Standard. On behalf of Investors in People North West the Assessor would like to congratulate Hedges House Residential Care Hotel on this achievement.

As can be seen from the 'topic map' on page 7 of this report, although untested, there were areas of the wider framework, where there was the suggestion of evidence of working at a level above and beyond the core standard. You may wish to consider concentrating on developing these and other areas of the standard with a view to a 'top up' assessment in the future. The areas highlighted in blue represent an additional 18 evidence requirements beyond the core standard, a minimum of 26 additional elements are required to be met for 'Bronze' accreditation

The next review will be due by no later than October 2012

Objectives for the Review

To establish whether Hedges House Residential Care Hotel continues to meet all of the evidence requirements for the Investors in People Standard.

To provide feedback on areas of the wider Investors in People Framework, through the topic map, to enable the organisation to decide whether or not to 'top up' to additional levels of recognition

The organisation, having considered the flexibilities of the framework decided to request written feedback against the core standard in three areas as follows:

- Business Strategy and Involvement and Empowerment of employees – indicators 1,7,and 9
- Effective Leadership and Management of staff – indicators 4,5 and 6
- Effective People and Learning and Development strategies – indicators 2,3,8 and 10

Executive Summary

This was a very successful review of Hedges House Residential Care Hotel. Staff were very positive about their work and the care provided to the residents. The hotel is driven by the needs of the residents, a largely mobile and fairly independent group of elderly people for whom the home's stated aims include 'to foster an atmosphere of care and support which enables and encourages the resident to live a full, interesting and independent lifestyle'. In it's recent CQC inspection, Hedges House Residential Care Hotel received a 3 star 'excellent' rating.

Strengths in relation to the standard included:

Strong teamwork

Staff involvement in decision making

Good range of training undertaken and encouraged

Strong, clear leadership

Good relationships between staff/management

Flexible approaches and understanding of staff needs

People feeling valued at every level

Heavy investment from the owners in terms of both the building itself and the staff in terms of development

Career development encouraged

Involvement of stakeholders in relation to decisions and changes made

Strong sense of loyalty, top down and bottom up

Pride in the home and its reputation

People believe it's a great place to work

Areas to consider included:

Staff involvement – ensure all staff are involved in evaluating the success of the breakfast trials before a decision is made

Customer Care – in line with the move to offer Customer Care qualifications for staff, consider looking at Customer Service Excellence accreditation for the hotel

In pursuing the 'hotel' feel, take care not to lose the feeling of being 'at home', the residents are not passing through or on a two week holiday. For instance, for those with failing eyesight, subdued lighting does not help if they want to read the paper or a book.

Findings against the framework

Business Strategy and Involvement and Empowerment of employees – indicators 1,7,and 9

All staff are aware of the organisation's principles, aims and objectives, these are published in a number of documents, most recently the new Resident's Guide and Statement of Purpose brochure, but it is the fact that the staff really make them come to life that is important and worthy of note. The owner and staff strive to make the lives of the residents as full and independent as possible whilst maintaining a high level of care. *"We want to exceed our expectations, we want to be the best provider on the Fylde coast"*

Whilst the home is styled on the basis of a good hotel, it is nonetheless, first and foremost a residential care home and is staffed accordingly, with the high standards of qualifications in care (well over and above requirement) that the Care Quality Commission expects in a home with an Excellent rating

Staff (and residents as far as possible) are involved in many of the decisions, for example they are about to start a trial serving breakfasts in the Restaurant rather than in residents rooms as a result of consultation with staff and residents alike. What was interesting to note, was that when questioned about their involvement in the decision and the resultant changes to working arrangements (which the staff agreed between themselves for it to work effectively) there was a strong message from staff, that it was actually about residents health and safety (balanced, upright posture, on proper dining chairs rather than in bed) and social wellbeing, rather than convenience that led to the idea in the first place

"they involve us in everything, ask us for our opinions, we discuss everything" "we always sit down and agree how we're going to do things" "try it, review it, change it, whatever" "we're encouraged to make suggestions, how things should be done or changed"

People are responsible for their own areas of work either individually or in teams, carers have residents assigned to them as key carers and others such as chef is responsible for meals/ menus/ ordering produce jointly with the owner but with a fair amount of freedom to make day to day decisions. The housekeeping team work out the cleaning duties between them and all in all it is a very tightly run ship, everyone knows their responsibilities but all help out where they can *"we're left to get on with it, make decisions as we go along, let people know at handover" "we've got our own routines, were responsible and they trust us to get on with our work" "I've got a great team, they are all responsible, capable members of the staff, able to make the right decision" "I've got absolute confidence in them"*

"The staff and training is fundamental to our success, we know we get value for money from the training and development" The owner is aware of the cost of 'downtime' and even though much of the training (NVQ in particular) is funded, there is other financial investment in training and development, *"nothing is turned down on cost – in fact nothing is ever turned down, they are keen for staff to develop" "we get a well rounded,*

professional person out of the training, they do the job better, there is increased loyalty, standardisation as they all do things to the same standard and singing the same hymn, we've got a staff to be proud of" "we monitor the effectiveness of training through discussion, observation, feedback" "we got an Excellent rating at the last inspection, that's mainly down to the staff"

Effective Leadership and Management of staff – indicators 4,5 and 6

Managers and staff are clear about their responsibilities and what is expected of good management practice. The manager has all the relevant management qualifications, she was originally recruited specifically for her skills and expertise and the place runs well under her leadership. Staff know that she is there to support them and she has every confidence in her capable and committed staff. Senior carers are expected to act as role models for care staff and the care staff would usually seek their support in the first instance but all staff at all levels know that there is support from the manager, the owner, their peers and there is a real sense of teamwork *"it's a fantastic team, everyone supports each other, there's never a time when there's no-one to help, whatever the situation"* The manager will take carers out on assessment visits rather than go alone *"It helps to build their confidence and self esteem"*

"XXX is great, she's management but she helps out, won't ask you to do something she wouldn't do herself, she mucks in and covers if we need it" "you've got to trust the people you work with, we're a great team"

In terms of regular feedback on performance, there are frequent 'supervisions' every six to eight weeks which staff and management find useful and provides an opportunity to discuss learning and development needs and what has been gained from development undertaken.

Staff feel appreciated and valued on many levels, from 'thank yous' or comments from the owners, to feedback from the manager – *"she says thank you to everyone at the end of every day or the end of a shift" XX is not scary, you can talk to her, knock on her door and she'll always talk to you" "you get good feedback from the residents, they're like your grannies or granddads, they've got stories to tell and it's interesting, we've got time to get to know them, it's important" "they are great to work for, supportive management, loads of training and good relationships" "xx a good manager, well organised, she remembers what you need and sorts it" "feel really well supported by the owners, work closely with xx" "they always notice if you done something extra"*

Formally, although it doesn't feel formal, there are little treats throughout the year for staff and residents including Christmas presents, Easter eggs, birthday presents, secret santa etc and there are days when a tin of chocolates might appear as a thank you from the owner or manager.

Effective People and Learning and Development strategies – indicators 2,3,8 and 10

A wide range of training and development is on offer at Hedges House Residential Care Hotel, from the mandatory NVQs and other requirements such as Safeguarding of Vulnerable Adults (SOVA), Health and Safety, Infection Control etc but also other topics

such as dementia, diabetes, palliative care, nutrition, PAT testing, medication administration, housekeeping and catering NVQs and currently looking into customer Care training/NVQs.

Training needs are identified during Supervisions and at other staff meetings or as a result of a consultation. Staff were described as 'hungry for learning' and as one member of staff put it *"I'll put my name down for anything that's available, I want to do as much training as I can, I like to learn, I missed out at school and always regretted it"*

Training notices are put up on the staff notice board and everyone is encouraged to apply.

"Training is fundamental to our success" "more knowledge and understanding equals increased confidence which means a better service to our residents"

As a result of considering the cost and time taken for training, and the need to be constantly updated, the manager recently bought a new, bang up to date, range of training materials on a range of topics to use as in house training resources, probably in a Supervision session or as a refresher either one to one or in small groups. The manager is always looking out for new opportunities to train and will discuss with other care providers in the area (through managers networks) sharing the cost of development if they all have enough delegates between them to make a session worthwhile.

Investors in People Topic Map

Business Strategy	Learning & Development Strategy	People Management Strategy	Leadership & Management Strategy	Management Effectiveness	Recognition & Reward	Involvement & Empower	Learning & Development	Performance Measurement	Continuous Improvement
The Standard - Top Managers should make sure (and their people should confirm) that:									
Organisation has vision/purpose strategy and plan	Learning priorities are clear and linked to the plan	People are encouraged to contribute ideas	Managers are clear about the capabilities they need to lead, manage and develop people	Managers are effective and can describe how they lead, manage and develop their people	People believe they make a difference	Ownership and responsibility are encouraged	People's learning and development needs are met	Investment in learning can be quantified	Evaluation results in improvements to people strategies and management
People involved in the planning	Resources for learning and development are made available	There is equality of opportunity for development and support	People know what effective managers should be doing		People believe their contribution is valued	People are Involved in decision-making		Impact can be demonstrated	
Rep. groups (where app.) are consulted when developing plans	The impact will be evaluated								

Your Choice - Top Managers should make sure (and their people should confirm) that:									
Clear core values relate to vision and strategy	The learning and development strategy builds capability	The recruitment process is fair, efficient and effective	Leadership and management capabilities for now and the future are defined	Managers are role models of leadership, teamwork and knowledge sharing	Reward and recognition strategies link to business strategy and are externally benchmarked	Effective consultation and involvement is part of culture	Learning and development resources are used effectively	The contribution of people strategies is measured and evaluated	Self review and information from external review are used
Key performance indicators are used to improve performance	Plans take account of learning styles	A diverse, talented workforce is created	Managers are helped to acquire these capabilities	Coaching is part of the culture	Representative groups are consulted (where appropriate)	People are supported and trusted to make decisions	Learning is an everyday activity	Impact on key performance indicators can be described	Effective feedback methods are used to understand people's views on how they are managed
Social responsibility is taken into account in the strategy	People help make decisions about their own learning	A work-life balance strategy meets the needs of its people	Leadership and management strategy link to business strategy, taking account of external good practice	People are helped to develop their careers	What motivates people is understood	Knowledge and information are shared	Innovative and flexible approaches to learning and development are used	Performance improves as a result	Internal and external benchmarking are used
People and stakeholders are involved in strategy development	Learning and development is innovative and flexible	Constructive feedback is valued	Everyone is encouraged to develop leadership capabilities	There is a culture of openness and trust	Success is Celebrated	People committed to success	People are given the opportunity to achieve their full potential	Career prospects Improve	People's views on how they are managed improves
	There is a culture of continuous learning	The structure makes the most of people's talents			Benefits strategy goes beyond legal requirements	There is culture of continuous improvement	All learning is valued/celebrated and is an everyday activity	Flexible and effective approaches to measuring return on investment are used	People believe it's a great place to work
					Colleagues' achievements are recognised	There is a sense of ownership and pride in working for the organisation	Mentoring is used	ROI in people is reported to stakeholders	
						People can challenge the way things work	Personal development is supported		

Red, Amber, Green – See Key on Evidence Matrix Blue –not tested but suggestions of evidence found during assessment

Evidence Requirements assessed were as follows:

Red, Amber and Green

The Standard – Evidence Requirements										
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Key:

✓	Evidence Requirement Met		D	Met with Development Opportunity
X	Further Evidence Required			Evidence Requirement Not Assessed

CONTINUOUS IMPROVEMENT PLAN

Objective/Priority/Issues	Suggested Development Activity	Client Action	Assessor Support	IiP Centre Support
Further benchmarking against the Framework	Consider the areas highlighted on the 'topic map' on page 7, if these areas are something you would like to consider being assessed against, possibly in a 'top up' to Bronze Status. Your assessor can support you in identifying which areas of the standard to look at	Yes	Yes	
Customer Care	Consider Customer Service Excellence accreditation – information already emailed to Michelle- as a way of demonstrating externally that as an organisation you take customer service very seriously and have high standards of customer care. This is common amongst hotels but not in the residential care sector. Your assessor can arrange a visit to discuss this.	Yes	Yes	Yes

Conclusion

This was a most enjoyable review, in salubrious surroundings (and not a hint of odour anywhere – all credit to the housekeeping team) with a dedicated and positive team of staff who are clearly proud of Hedges House Residential Care Hotel and the care they all jointly provide.

Indeed so fiercely proud are they of the home's reputation, that when one member of the staff was asked if they would recommend to a friend to seek work there if there was a vacancy, replied *"No! I wouldn't like to risk the reputation of the home by asking one of my mates to work here, and it wouldn't do me any good either if they let me down!"* - would that employees everywhere be so proud of the organisation they work for.....

I wish Hedges House Residential Care Hotel every success and look forward to seeing you again soon either for a top up assessment or your next review. I will keep in touch periodically over the next three years

Katharine Simpson

Investors in People Assessor:

2 November 2009

Contact Details: 07880 624935