

**INVESTORS IN PEOPLE ASSESSMENT
REPORT
W J YAPP Bequest
Derbyshire House**

Key Information

Assessment Type	Assessment
Investors in People Practitioner	Wendy Hambleton
Visit Date	23 rd – 27 th May 2016
Assessment Enquiry Number	ENQ-98965-S7R93V

Conclusion

I am delighted to confirm that W J Yapp Bequest has achieved Silver IIP status. It was a delight and inspiration to meet employees who have a genuine passion for the care they deliver to their residents and the inspirational leadership team whom, by taking the decision to work to the standards set as part of Dementia Care Matters have changed both hearts and minds of employees on how to deliver person centred, individual care.

The Silver status achieved in this assessment is well deserved, with people being at the heart of the strategy in managing this change. Role modelling the desired behaviours and attitudes by the Care Manager and Administrator has created a culture of trust, transparency and commitment to do the right thing.

Milestone Dates

Review of Continuous Improvement Plan	May 2017
Date of Next Full Assessment	May 2019

Wendy Hambleton
Investors in People Practitioner

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Executive Summary

During the planning of this assessment, the organisation decided to set itself the challenge of being assessed against IIP – Silver. For an organisation that strives for continuous improvement this will come as no surprise to employees, trustees, residents and their families and the local community.

There are many areas of strength evidenced through out this assessment, including:

- ✓ Strong ethos of care from all interviewed.
- ✓ A huge sense of pride in working at Derbyshire House from employees.
- ✓ A genuine commitment to provide the best individual care for the residents and day visitors.
- ✓ Leadership is seen as inspirational, trustworthy and open.
- ✓ Training and development for individuals to help them now and in future careers.
- ✓ Team working.
- ✓ Reward and recognition.

There is a metaphor used widely within Derbyshire House, originally described by Sharon – Care Manager using a house and as a team, building the house to make it strong; to help employees own and understand their role in creating and delivering a sustainable service and culture.

Recruitment of new employees is strongly linked to the values, a caring nature is paramount. Examples were provided where individuals had not been successful when they had failed to meet the high standards required in delivering ‘feeling based care’.

Two-way performance feedback happens throughout. Supervisions, appraisals, observations, regular meetings as well as informal discussions allow feedback on performance to individuals and back on the performance of managers.

The Dementia Care Matters framework, working towards Butterfly Status has changed the way Derbyshire House designs and delivers care. This has been successfully introduced and has involved huge amounts of energy from the Leadership Team to ensure that employees feel actively engaged in this culture change. I recognise that this has been hard work for all. Employees ‘get it’, they understand the difference it makes and is a key reason in their open sense of pride in their jobs. Employees described the Gold Standard Framework with sensitivity, the training they had and the impact it made for residents and their families.

The re-introduction of appraisals has been welcomed throughout – currently conducted by the Care Manager, an atmosphere of openness and trust allows conversations on performance and career planning to be highly beneficial.

Evaluation takes place on a regular basis on the effectiveness of the service provided including external inspections, Worry Catchers from Age UK, resident surveys and feedback from employees. A key strength of Derbyshire House is how it actively seeks feedback and where required acting on it to create the desired improvements.

When asked the question “would you recommend a family or friend to either work here, or be cared for in Derbyshire house?” without hesitation all answered yes, a sentiment I echo.

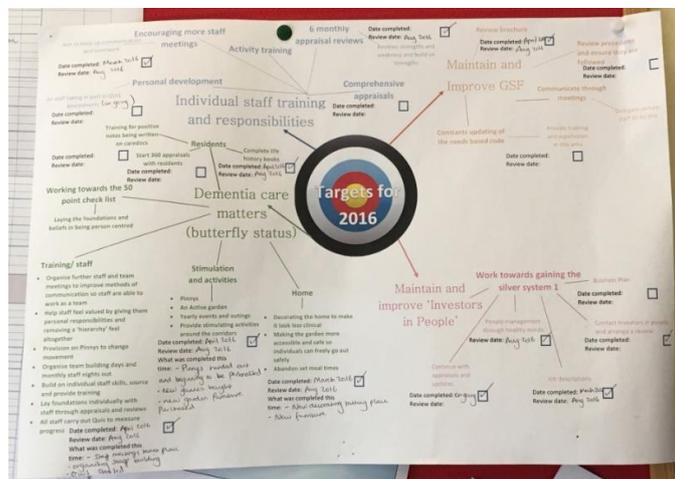
“Walking into work is like walking into somebody's home”

The remainder of this report will follow the IIP framework of Plan, Do, and Review. A summary of the evidence gained will be provided and any areas for continuous improvement will be highlighted for consideration.

Plan
(Indicators 1,2,3,4)

The aims and objectives for Derbyshire House is to provide a warm loving home for older people who are in need of physical and/or emotional care and support and to provide secure employment that creates opportunities for employees - *“I want people to enjoy coming into work – we’re working with people – it’s not boring or mundane, I want us all to have fun”*. An annual plan is created for the Trustee Board that sets out clear goals and targets to be achieved. Individuals provide insight and input into the plan, ensuring that ideas and suggestions are considered throughout the organisation. Regular meetings, question and answer sessions, and informal discussions ensure that new ideas are ‘tested’ and consultation is a feature of the communication within Derbyshire House. Individuals gave examples of how on a regular basis new ideas were discussed with them to gain their view *“Sharon comes up with so many ideas, I don’t know how she does it”*. *“We are really encouraged to think about how to improve all aspects of what we do, we are encouraged to put ideas forward for the future service we could provide”*. *“When we have our meetings, we all talk about what we want to achieve for the residents and we are listened to, it’s good when you see this on the targets”*. The plan is reviewed on a regular basis with both employees and Trustees.

The targets and objectives for the year are presented and displayed in the staff room – see picture below.



The core value of caring is at the heart of every aspect of Derbyshire House. Within the organisational plan and described by every employee interviewed, the foundations of caregiving are described as dignity, privacy, choice and respect with the goal being to create an environment that enables choice and individuality. Employees gave examples of the various methods of communicating the decision to work towards the DCM framework to achieve Butterfly Status. This decision has had a profound effect on employees, challenging preconceptions on what delivering care entails. Employees have now fully embraced the approach; feeling based care puts the person at the centre of every action and decision relating to them. Employee interviews were littered with comments

on the positive impact it has for the people they care for, and themselves and recognising it is a journey they are on to constantly improve.

The values of respect and dignity are carried through to employees as much as to residents. It was the aim of the leadership team to create a culture where all feel valued and equal, that the traditional hierarchy approach was not compatible for employees to deliver their best *“There is a line and people understand that, but we have worked to create a feeling of us all being equal”*. *“What’s really nice about working here is, nobody feels like your boss. You know you can go to your Senior or Sharon and Anne and talk about anything”*. *“We’re all about team working, everybody helps out”* *“If we’re trying something new, Sharon will come down and work with us on the shift, she does all the care to see if works. It’s fantastic, she doesn’t have to do that”*. *“Responsibility - authority of managers should be invisible”*.

Derbyshire House has a strong sense of social responsibility, providing employment, developing a supply chain with local retail and medical outlets, providing day care support for the local community; the future vision includes the expansion of this to be able to provide a service where clients can be picked up from their homes and brought to DH or local activities.

A detailed training plan is in place which covers all aspects of the required mandatory training and additional training required to meet the needs of the organisation, for example management training for the three Seniors. Training needs are identified in a number of ways:

- Observations
- Supervisions
- Team meetings
- Appraisals
- Feedback
- Informal development discussions

Managers and employees were clear on what the training would enable them to do as a result *“I’ve just done the first aid training, it was really interesting, I have confidence now that if something happens I’ll know what and how to deal with it”*. *“The DCM training we’ve had has been really insightful, things like saying shall I take you lunch now, that isn’t how you’d ask somebody if they were hungry in their own house, you’d say – are you hungry? I still catch myself almost saying things then remember and correct myself. It means that it’s nicer for the residents, creating an atmosphere of home as much as we can”*. *“We’ve been trained in the issuing of the medications, means that people get what they need on time and we can cover if others need to be elsewhere”*.

A recent change in the organisational structure has enabled the development and expansion of the role of a Senior. This has devolved some responsibility to this group including contact with doctors and families. The three Seniors are currently at the start of their external leadership training which will equip them with the skills to take on additional people management responsibility. Developing this tier is key to building the capacity *“I’ve already said that ** could be my successor”*. *“Give people more responsibility and you get more from them”*.

Training is being rolled out to all employees who want it on key aspects including the distribution of medications to enable the service to be delivered efficiently at all times. The recent illness outbreak that affected both residents and employees proved how valuable this approach is enabling routines to continue even if key staff were absent. This and the additional training for Butterfly status are just two examples of the forward planning needed to make sure that employees have the right skills and knowledge to be able to deliver on the vision to provide a warm loving home for older people who are in need of physical and/or emotional care and support.

Employees feel open and free to identify their own training needs in any of the ways mentioned above, they also understand that they have a personal responsibility to develop *“I was offered customer service training, Sharon put the pro’s and con’s to me how it might help in the future, I didn’t know if I wanted it at first, but I do. It was offered but I have to go back and confirm I have to take action. Sharon will encourage but it’s up to us to take action”*. *“We do lot’s of training here, not just the stuff we have to do, but we’re offered things to help us develop”*. *“We want for everybody to keep improving, it’s the only way we’ll keep improving what we do for our residents, it’s at the heart of everything really”*.

In keeping with the philosophy of individual care for residents, it is also true with employees. *“It’s better for the residents, nobody is perfect – we all excel differently to others. Building confidence – can do smaller activities – we can give better care if we’re building on people’s strengths”*. People confirmed that they are encouraged to develop on their strengths *“I started in care but really enjoyed the admin side and started to do more of that – developing the residents life stories is something I’ve done”*. *“As a Butterfly it’s my job to interact with residents, I couldn’t do the big group activities but that’s OK, I can go and sit with someone, have a chat, cup of tea. If I can make someone smile, brighten their day, that’s a great thing”*. Building on strengths further supports the positive culture of leadership within Derbyshire House. Managers consider and review people on a regular basis and allow people to try out new experiences if this is something of interest that will benefit residents, cooking classes with residents, the introduction of the nail bar all support this happens, and do so consistently.

Recruitment and selection is fair, efficient and effective. As mentioned previously the primary concern is that applicants must demonstrate a caring attitude. Previous experience in care is not essential, and indeed a lack of it is seen as a benefit by some as they *‘don’t have to unlearn what they’ve done in the past’*. For those getting through the interview stage, a three-month probation is undertaken where training, regular supervisions and observations take place to ensure that the philosophy on care is being actively demonstrated. Managers provided examples where applicants had been unsuccessful as a result of failing to deliver the desired standard of care, which they had witnessed during observations. This approach ensures that the widest range of external applicants can be considered. Internally there are lots of examples of people moving jobs within Derbyshire House, including care to catering, admin and the stepping down from a Senior to a care assistant. Valuing diversity is displayed at all levels with ensuring that all are given open access to training and development activities, that different ways of thinking is encouraged via team meetings when support and challenge are offered. *“Our residents are all different, so are we, that can only be a good thing”*.

Derbyshire House tries to and succeeds to meet the needs of employees to support them achieve an effective work life balance. This has included flexibility on shifts, providing pastoral care, and emergency time off above and beyond any legal requirements. The vision to create a fun and rewarding place comes into play here with the mantra *“healthy minds”* ensures that when people are at home, they do not feel stressed or worried about work matters that may impact on their ability to relax and enjoy their time off.

As mentioned earlier one employee as ‘light touch’ described the style of management within Derbyshire House. Managers are clear that they need to be approachable, open and accessible and confidential. Employees appreciate this and confirmed that they were and employees felt managers worked hard and genuinely cared about them as individuals. A mentoring style is adapted by most; this includes responding to personal problems as well as work issues. There is a desire that any authority should feel invisible and this appears to be working as per previous quotes where employees feel equal.

The most obvious example of people being encouraged to develop leadership qualities is the development of both the role and individuals currently in the Senior positions. Other employees described how they were developing leadership skills in specific areas so that whilst not necessarily people management, they could be leaders in activities or various aspects of care. Implicit in all of this is the understanding that employees and managers are open to give and receive feedback about their own performance.

Areas to consider for continuous improvement.

Using a traffic light pictorial (red, amber, green) may improve the communication on where you are against targets and objectives. This would enable a quick visual reference to back up and reinforce the progress communicated in your regular team meetings.

Do

(Indicators 5, 6, 7, 8)

The skill in delivering feedback should not be underestimated and Managers gave examples of how they approach this, varying to meet the needs of the individual. For some it was a quiet word, with others a practical demonstration on how they could do things differently. Employees confirmed that feedback was a part of their working life and if you had done something wrong, it was dealt with in way that showed you what to do next time – *“if you make a mistake you can hold your hands up, nobody is frightened to do that.”* Employees also told me when they had feedback to managers *“I asked my Senior for a chat and said that I didn’t like the way they had spoken to me and how it made me feel. They understood and said they could have handled it better – it was all sorted”*. A mix coaching and mentoring styles is used encouraging people to reflect and come up with their own solutions.

The reintroduction of the appraisals also provides an opportunity for feedback. The Care Manager undertakes a 180-degree appraisal with feedback sought using a questionnaire from employees. Information from this is summarised and shared with Trustees and employees; forming part of the performance plan which is displayed in employee areas. During the appraisals employees are encouraged to think about their future career aspirations, and even if this is not in care in the long term, guidance and encouragement is given along with training that will support them if there is some benefit to DH. Examples have included customer service NVQs and logistics and planning. Employees feel encouraged and motivated to take on additional tasks with the support of their manager to enable them to develop further skills.

Regular team meetings take place; these include shift briefings, Butterflies, Seniors etc. Information is regularly shared within teams and Seniors along with the leadership team ensure that best practice and relevant information is cascaded throughout the whole of the organisation. There is no sense of silo working, with everyone sharing the common goal and vision, discussions around what’s happening, how to improve and ideas happen in said meetings, breaks and social outings.

As stated earlier in this report, the leadership team are viewed as inspirational in the way in which they lead DH. There is a trust and confidence in the skills at the top and that the vision that has been defined and the stated philosophy of care makes DH stand out and maintain its excellent reputation. Some employees interviewed were unaware that the Care Manager started as a laundry assistant and were very impressed once they found out. Leaders display the skills and behaviours they expect of others, this message is being reinforced in the current development programme. The Care Manager demonstrates she is open to feedback, for example becoming increasingly more visible on the floor and finding time for discussions with employees.

Employees feel valued and well rewarded for their roles. All of those that I asked believed that their current pay rate was good and they recognised and enjoyed the additional ways the organisation said thank you. Recently the Trustees wrote to all employees and included a monetary bonus to thank them for the effort put in during the recent illness outbreak when the home had to be closed to outside visitors. Managers say thank you and employees believe this is authentic and like it. Managers describe how different things motivate different people and they build this into the reward plans. For example being given a discretionary day off or break, bringing in cakes or sweets, creating a fuss on somebody's birthday. The social outings and team building activities were valued and enjoyed by employees. *“It’s great to see a people out of work, we all just get on with it and enjoy it”*

Taking ownership and being responsible for decisions is encouraged throughout. Examples were given where an employee had fed back challenges with the current shift times and completing all the required activities and wished to change the hours, work is on-going to consult and try out the proposal to gauge its effectiveness. There is a strong culture of letting people try things out, for example the cooking courses where the Butterfly made bread with the residents, which they then enjoyed eating later in the day. Other examples included changes to the way employees and residents interact at mealtimes, both great examples of employees encouraged to take the initiative and know they will be supported and importantly improved the experience for residents.

Although no formal representative groups are in place at DH (Unions) the leadership team consult on changes that will affect people and any changes in strategy. When the decision was being taken with regard to working towards DCM, employees were kept updated and asked for their opinions throughout the period and this is on going. Information is cascaded both up and down at DH with respect for others views and opinions. Employees confirmed that they felt they were given time to make inputs if they wanted to on decisions and they had enough information to do so.

There are so many learning activities taking place it was difficult to reschedule this assessment following the illness outbreak! Training is a constant and as stated previously not just mandatory training. Following feedback from the residents about the food, the cooks went on a training course along with other employees who had expressed an interest with a chef. It taught them how to take care of nutritional needs and introduced them to trying out new ingredients and recipes, which they have done to great success. The next step is for them to develop their own seasonal menu. Employees listed off recent training including, fire safety, handling and lifting, first aid, oral health, health and safety and management development. Additional training is given as mentioned earlier where it will help both the individual and DH.

Again the senior leadership team demonstrate role model behaviour attending training along side employees and making sure it's known that it's OK to admit you do not understand something or need additional training. Both Sharon and Anne also conduct in house training events, and provide coaching and mentoring to employees frequently.

A practical example I witnessed on the evaluation of training was during my first meeting at DH I was offered some fabulous biscuits to try that an employee who would not have normally put herself forward had made for the residents following her attendance on the previously mentioned cookery course. This allows her to cover in the kitchen if required, but also to develop her skills and confidence and rapport with the residents.

The DCM training covered a variety of topics in two levels, one being more intensive for key personnel. All confirmed it had been very effective *"it's about changing your mind shift from it being a task, to helping somebody in their own home"*. Butterflies are gathering confidence in leading group activities and are actively encouraged to try out new things to see what the residents enjoy. The new bungalow provides some greatly utilised space to allow this to happen. They told me of the rewards they see when it goes well and how to improve and make it better next time, or on occasion move on to something different if it did not work.

Areas to consider for continuous improvement

You may wish to consider further developing the 180-degree appraisal to a complete 360-degree for all managers within DH. This would include seeking feedback from peers, line management (Trustee)

and possible external partners. If this is something of interest I would recommend seeking a professional supplier to work with you to make sure you capture relevant data in a consistent manner.

As the leadership structure continues to evolve, further thought should be given to delegating more line management responsibility to them. This is likely to include conducted the appraisals for their teams. It should be expected that there maybe some resistance initially from employees enjoying the access the appraisal meeting gives them to the Care Manager; however greater benefit will be derived from being appraised by direct line management. Alternative methods/ opportunities for time with Sharon could be explored in the medium to long term.

After reviewing the effectiveness of the current management training for Seniors, consider developing an explicit course or module devoted to developing the leader as coach to build on the instinctive practice, which happens currently.

Consider developing and communicating profiles of the leadership team to share histories and allow others to see how their experiences have lead them to their current position. To share their own 'leadership manifesto' and learning experiences that have helped them develop their own leadership style.

Trustees – when reviewing training needs and seeking fresh thinking, the Trustees should form part of this plan as the extended 'governing body'. Reviewing the skills and training needs of this group plays and important part of the continuous improvement ethos.

Review

(Indicators 9, 10)

The organisation reviews its performance in a variety of ways including external inspections, resident satisfaction surveys, employee feedback (including IIP), Trustee reviews, Worry Catchers – Age UK and other informal methods.

This drive for feedback and acting on it creates improvement at all levels and activities. I have already commented earlier in the report of the positive feedback for the kitchen following the recent cookery course, this is just one tangible example provided of how training has helped both the resident and importantly the employees develop new knowledge and gain confidence in putting it into practice.

The review of the role of a Senior is allowing some delegation to take place from the two Senior leaders, which will create space to develop further proposals and concepts to offer additional and improve the current service.

The learning and development activities that are intrinsic to achieving Butterfly status are measured in ways previously outlined and in feedback from resident's families. It is a testament to the care that loved ones have received that family members still visit the home when their family member has passed. The ratings from the CQC, the reputation with local authorities and the local community are also ways in which the Leadership Team and the trustees evaluate value for money and if the people strategies in place are delivering the expected results. The relationship between the Care Manager and Trustees is good allowing both support and challenge, evaluation of learning and development is included as part of the general feedback to the Trustee Board.

Supervisions and observations allow managers to see directly the improvements and implementation of new skills, from effective handling of contacts with Doctors and or family members to interactions with residents. All those interviewed talked about the positive impact the DCM training has had on their ability to carry out their roles on a to day basis. With the additional training that is offered that is potentially outside the normal sphere of the care sector, employees recognised that this would help them with their long-term goals. For those who wish to remain in care, they recognised the constant learning environment and their ability to access good quality training was supporting them if they wanted to progress.

With the ability to restructure the management responsibilities within the last twelve months following a staff change, the role of the Senior has been redefined as outlined earlier. The style of leadership and responsibilities for this level are explicit with those affected actively engaged in developing and working to this new role. Employees spoke about the positive change this had made, both Seniors and others. A good example of where the Leadership team took an opportunity to review and improve how people are managed and developed. *"It was a big change, the pressure used to be all on Sharon, now everybody helps, spread the jobs – don't have to inform her about every small thing, trusted to make decisions"*.

When asked, employees told me they are proud to work at Derbyshire House and would recommend working here to friends and family. They also stated that they would recommend a family member being looked after at DH, the long waiting list I believe is further testament to the employees of Derbyshire House.

Areas to consider for continuous improvement.

No actions recommended.

Employee Quotes:

"People here are always willing to do what needs to be done"

"I noticed when I came for my interview with Sharon the atmosphere, not clinical – more like a home"

"Residents seem to notice a difference – all of it filters down, all intermingles, all happy"

"Seniors don't act as if they're higher up – all treated equally – don't have favourites, we talk to each other, we know the service we need to deliver, it's about respect"

"The vision – a home from home"

"See more activities, more interaction - in other homes all about tasks"

"Put my name on the waiting list"

"It's their house, not ours"

"The atmosphere just hits you when you walk in, feels like a good place to be"

"I love it here, don't think I'd have stayed so long if I didn't love it"

"I don't think this place could be any better, I love it"

"Sharon is my inspiration – shown me how to do and achieve a lot"

"I'd spent a lot of time putting the stickers up on the wall, somebody said what a lovely field and I thought, and that's why I did it"

"Sharon made it possible for me, without her support wouldn't have happened. Very thoughtful she prepared the place for me"

"I do feel valued, giving me freedom to get on with it, trust me that I'll do it well"

"By far the nicest place I've ever worked"

"There is such a commitment to develop people here"

Appendix 1 – Continuous Improvement Plan

Business Issue - What	Suggested Actions - How	Potential Benefit - Why	Priority - When	Solutions/Support Available - Who
This should relate to the business objectives agreed at the start of the assessment	What actions are being suggested	What are the benefits of undertaking the actions	Timescales – this should be driven by the client by the Practitioner should indicate as a minimum High Medium or Low	The Practitioner should indicate whether the organisation has internal resources or signpost to other sources of support, e.g. the Centre
Communication	Using a traffic light pictorial (red, amber, green) may improve the communication on where you are against targets and objectives. This would enable a quick visual reference to back up and reinforce the progress communicated in your regular team meetings.	Enable a quick and effective way to demonstrate progress	Low	Internal
Performance management	You may wish to consider further developing the 180-degree appraisal to a complete 360-degree for all managers within DH. This would include seeking feedback from peers, line management (Trustee) and possible external partners.	Greater impact and effective measures of people managers.	Medium	External experts/ software provider
Leadership effectiveness	As the leadership structure continues to evolve, further thought should be given to delegating more line management responsibility to them. This is likely to include conducted the appraisals for their teams.	It should be expected that there maybe some resistance initially from employees enjoying the access the appraisal meeting gives them to the Care Manager; however greater benefit will be derived from being appraised by direct line management. Alternative methods/ opportunities for time with Sharon could be explored in the	Medium/ Long	

Commercial in Confidence

		medium to long term.		
	After reviewing the effectiveness of the current management training for Seniors, consider developing an explicit course or module devoted to developing the leader as coach to build on the instinctive practice which happens currently		Medium - long	
	Consider developing and communicating profiles of the leadership team to share histories and allow others to see how their experiences have led them to their current position. To share their own 'leadership manifesto' and learning experiences that have helped them develop their own leadership style.		Medium	
	Trustees – when reviewing training needs and seeking fresh thinking, the Trustees should form part of this plan as the extended 'governing body'. Reviewing the skills and training needs of this group plays an important part of the continuous improvement ethos.		Medium	

Appendix 2 – Assessment results summary

The Investors in People Framework

The Evidence Requirements

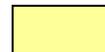
The Indicators	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	
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	10	✓	✓	✓							✓	✓	✓	✓	✓	✓														

The number of evidence requirements met is **116**

Key:



The Core Investors in People Standard



Your Choice from the Investors in People Framework



Not part of the Investors in People Framework