



INVESTORS  
IN PEOPLE

South  
of England

# INVESTORS IN PEOPLE REPORT

## Broome Park Nursing Home

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Investors in People Specialist

On behalf of Investors in People South of England

**9<sup>th</sup> August 2015**

**14-04131**



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## 1. Introduction

Broome Park Nursing Home is a privately owned and family-run nursing home set in extensive grounds in Betchworth, Surrey that provides care for people with mental health needs. Operational since 1993 it can accommodate 56 service users across two buildings (Broome Park and Stable Cottage) and employs more than 70 people.

The organisation first achieved accreditation as an Investors in People (IIP) organisation in November 2002 and in March 2012 achieved the Silver level accreditation. This report records the findings from the latest assessment against the Standard that took place between 10<sup>th</sup> and 27<sup>th</sup> July 2015.

## 2. Executive summary

Broome Park has developed an excellent reputation over the course of more than 20 years for the quality of its care provision and has won numerous awards. It has a clear ambition which is to become a nationally recognised 'centre of excellence' for dementia and long term residential care of the elderly.

There is a genuine commitment from the top to investing in people (and their learning and development) and this is seen as a key enabler to retaining people, maintaining the organisation's reputation and creating sustainable success. Since first achieving the IIP accreditation 13 years ago, the Investors in People ethos has become an integral part of the management culture at Broome Park. However, management is evidently keen not to stand still and many of the organisation's practices (including those relating to the management and development of people) have evolved and developed over time. What motivates people and the elements that drive employee engagement (such as meaningful work, hands-on management, a positive work environment and opportunities for learning and growth) are well understood. There is a recognised correlation between well-trained, engaged, motivated staff and high quality care provision.

Each assessment visit over the years has revealed a wealth of good practice and this latest visit was no exception. Of particular note this time is: the level of commitment shown by all staff to delivering a high standard of personalised care to the residents ("*Our job is to make the residents' lives happier and easier*"); the level of support for learning and development (which well exceeds mandatory requirements); the continuous improvement culture where management embraces change and encourages people to put forward their ideas (e.g. for improving the quality of care); the passionate and motivational style of leadership and management across the organisation, which inspires people to deliver a quality service, and the way in which the organisation recognises and rewards people both formally and informally, which means that people are motivated to perform at their best.



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One of the questions that people were asked during the latest assessment visit was “*What is it like to work at Broome Park?*” as responses to this question can often reveal the state of well-being and morale. People genuinely believed that the organisation merited its Silver Investors in People accreditation. As ever interviewees were great advocates of the home and these are just some of their comments that demonstrate the level of job satisfaction and the overriding belief that, in the main, Broome Park is a great place to work.

*“It’s innovative, progressive, passionate, cutting edge, fun...but stressful at times”*

*“I like the location, the support network with colleagues....and I love the residents”*

*“I like the people, enjoy the work, it’s a challenge, I like to sing Broome Park’s praises, we do the best we can for the old people”*

*“I love Broome Park; it has such a lovely aura about it; there’s so much that’s achievable here; I can put forward my ideas”*

*“It’s a pleasure to work here; I enjoy every minute”*

In conclusion, the Assessor would like to congratulate Broome Park Nursing Home on retaining the Silver level Investors in People accreditation and to acknowledge the efforts of everyone involved in this latest assessment (whether in helping to ensure that it ran smoothly or taking part in the interviews).

### **3. Strengths and areas of good practice**

There was a wealth of good practice in evidence against the Standard and sustaining these practices should continue to pay dividends in terms of helping the organisation to maintain high levels of staff morale, retain staff, maintain high standards, meet regulatory/CQC requirements and other standards (such as the 360 standard framework) and ultimately achieve its ambition to become a nationally recognised centre of excellence for care. Specific strengths noted during the course of the latest assessment are:

#### **Support for learning and development**

The commitment to providing people with learning and development (I&D) opportunities to benefit both the organisation and individuals remains undiminished. People’s capabilities are actively managed and developed which allows people to realise their full potential.



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An impressive range of I&d opportunities is available and these exceed mandatory requirements and those of the CQC 'fundamental standards' (which requires that employees are sufficiently competent and skilled to be able to perform their roles). Of note is the investment in specialised dementia care training such as the 'meaningful activities' training programme which has been rolled out to all staff. The level of support for qualifications (e.g. QCF) and personal development has been maintained. Managers are good at nurturing and encouraging people to use their talents. Of note is the way in which carers have been encouraged (and given time) to use their talents to conduct activities with the residents. As one person said:

*"You're very much encouraged to make use of your talents; they say 'tell us if you're good at something'; you're encouraged to go with your strengths"*

### **Continuous improvement**

This aspect remains at the heart of the culture at Broome Park. There is a focus on continuous improvement and internal and external sources are used to come up with new ideas and approaches to looking after the residents as well as staff. Since the previous IIP assessment a number of the organisation's people practices have been enhanced, notably in areas such as: learning and development (the opportunities for people to develop more specialised skills), recognition and reward (award schemes such as the seasonal awards are embedded and working well), communications (regular team meetings now take place in all departments), performance management (appraisals are now led from the top) and performance measurement (KPIs are in place and more audits/surveys are taking place).

There remains an open management culture where people believe they can contribute their ideas and suggestions for improvement. This makes people feel that they have a voice and that their opinions matter. As one person said:

*"There's a big push to find times in the day to discuss ideas, they listen to you, it's one of the home's best points"*

### **4. Areas for development**

There is scope for fine tuning your people practices further in the following areas. This will help to maintain high levels of staff motivation, morale and pride. It will also help to ensure that you are ready to meet the requirements of the new version of IIP due for launch in September 2015 and potentially achieve a higher level accreditation (i.e. Gold) in future.



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## Embedding the values

There is scope for developing a more consistent understanding of the ('new') core values (i.e. love, trust and honesty). An aspect to consider is how you communicate these core values and how they should be applied (and how these fit with other statements such as the philosophy of care and staff charter). Maintaining the practice of referring to the values during meetings and training will help to embed them. You might also review how the values align to and drive people processes such as performance management and recognition. A simple action that would make a difference would be to add 'living the values' to the appraisal form and explicitly refer to them in the Seasonal Award Scheme.

## Well-being

Whilst people acknowledged management's flexible attitude and the level of support to accommodate their personal circumstances, the 14 hour shifts are undoubtedly having a detrimental effect on people's well-being. Some people described these long shifts as "*tiring, emotionally draining and exhausting*". It was noted that there are plans to reduce the length of these shifts. This change will undoubtedly be well received by staff and reduce any potential impact on staff absenteeism/sickness levels and the quality of care.

## Feedback

Some people were seeking more specific feedback on their performance (i.e. what they are doing well and where they could improve). The plan to introduce guided supervision (whereby the team leader conducts supervision rather than peers) should help to address this. It was not clear whether bank staff receive any formal feedback and this might be an aspect for review.

## 5. Recommendation and next steps

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Specialists by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Specialist is totally satisfied that **Broome Park Nursing Home** meets the requirements of the Investors in People National Standard. In addition there is sufficient additional evidence to merit the organisation retaining the Silver level accreditation.

Investors in People accreditation is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of accreditation and a full assessment takes place no greater than 3 years apart. However, assessments can be undertaken at any time and more frequent assessments are recommended to maintain levels of good practice and continuous improvement.



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The organisation should discuss the timing of the next assessment with their Investors in People Specialist, using the Improvement Planning Meeting scheduled for 1<sup>st</sup> September 2015 to agree the best strategy for future use of the Investors in People framework.

### **Customer Satisfaction Questionnaire**

Both the Investors in People Specialist and Investors in People South of England would welcome your feedback on this assessment and you will shortly be supplied with a Client Satisfaction Questionnaire from Investors in People to complete. Particular importance is placed on the feedback given by client organisations on Specialists; therefore we would very much appreciate it if you would complete the questionnaire.

## **6. Options for the future**

### **Health and well-being**

You are undoubtedly committed to looking after your people and their well being. You might to consider therefore using the Health and Well-being framework that complements Investors in People as a catalyst to further enhance your practices in this area. There is a free diagnostic tool that provides a useful starting point. Visit [www.investorsinpeople.co.uk/resources/tools](http://www.investorsinpeople.co.uk/resources/tools) for more information.

**Higher level accreditation** - Although not formally included in scope there was evidence of good practice in a number of areas beyond the Standard. Looking to the future you may wish to explore more of the wider Investors in People framework with a view to achieving an even higher level accreditation (i.e. Gold) as this would provide additional stretch and focus for continuous improvement in line with your vision of becoming a 'centre of excellence'.

### **Promoting continuous improvement**

We support organisations at every stage of the Investors in People journey, helping them to realise the power of their people, optimise their performance and achieve their full potential. We see Investors in People as the People Partner for sustainable people solutions.

Please contact your Account Manager Jennifer Tarjanyi on 07502 242 421 or email [Jennifer.Tarjanyi@iipsouth.investorsinpeople.co.uk](mailto:Jennifer.Tarjanyi@iipsouth.investorsinpeople.co.uk) to find out more about Investors in People and how we can help your organisation.

Details of the support available to you can be accessed by contacting Investors in People South of England via: -

**T: 020 7728 3456**



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**Appendix 1: outcomes table - evidence requirements framework matrix**

<b>Core Standard</b>										
Total number of core evidence requirements assessed - 37										
Total number of core evidence requirements met - 37										
	<b>Indicators</b>									
<b>ERs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
<b>1</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>2</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>3</b>	n/a	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>4</b>	✓	✓	✓		✓				✓	
<b>5</b>	n/a		✓						✓	
<b>6</b>	✓									

<b>Wider Framework</b>										
Total number of additional evidence requirements assessed - 83										
Total number of additional evidence requirements met - 80										
	<b>Indicators</b>									
<b>ERs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
<b>4</b>	Core	Core	Core			✓		✓		
<b>5</b>	Core	✓			✓	n/a	✓	✓		
<b>6</b>	Core	✓	✓		✓	✓		✓		
<b>7</b>	✓	✓	✓		✓	✓		✓		
<b>8</b>		✓	✓		✓		✓	✓		
<b>9</b>			✓		✓	✓	✓	✓		
<b>10</b>			✓		✓	✓	✓	✓		
<b>11</b>	✓	✓			✓	✓	✓	✓		
<b>12</b>	✓	✓			✓			✓		
<b>13</b>					✓			✓		
<b>14</b>			✓		✓			✓		
<b>15</b>			✓		✓	✓	✓	✓		
<b>16</b>		✓	✓			✓	✓	✓		
<b>17</b>	✓	✓	✓		✓	✓		✓		
<b>18</b>			✓					✓		
<b>19</b>	X		✓		✓		✓	✓		
<b>20</b>			✓		✓					
<b>21</b>					✓					
<b>22</b>					✓					
<b>23</b>	X				✓					
<b>24</b>	X		✓		✓					
<b>25</b>			✓		✓					
<b>26</b>			✓							
<b>27</b>										
<b>28</b>			✓							
<b>29</b>										



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## Appendix 2: Findings

The following findings are presented against the ten framework indicators and the topics within these that were included in the scope of the assessment. Where appropriate quotes from interviewees have been included and these are presented in *italics*.

The organisation's IIP-related practices are well-embedded and these have been recorded in previous IIP assessment reports. It is not intended therefore to detail these but rather to mainly comment on good practice (as well as areas for improvement) and to report on the findings from the interviews with staff.

### 1. BUSINESS STRATEGY

The clarity of purpose and vision (i.e. to become a nationally recognised 'centre of excellence' for dementia and long term residential care of the elderly) is one of the organisation's many strengths. This vision and the ethos ('committed to caring') is well-understood and shared by people throughout the organisation.

The business plan has been updated. A new, more streamlined format has been adopted and this provides a clear overview of current objectives and the priorities for improvement.

Although not formally included in the scope of the assessment there was evidence that key performance indicators (KPIs) are increasingly being used to improve performance. It was noted for example that regular audits are now conducted and these measure KPIs such as staff sickness, incidents, referrals, hospital admissions etc.

People were aware of the content of the business plan (and the priorities such as introducing a new 'clocking-in' and rota system) and confirmed that they are involved in the planning process at a level appropriate to their role. It was noted for example that the management team meets once a year to discuss ("*thrash out*") ideas for improving the home and to agree priorities (and that the managers subsequently seek input from their staff on the proposed plan).

People are clear how they expected to contribute to the 'bigger picture'. Interviewees talked about 'putting themselves in the residents' shoes', promoting residents' well being, meeting their needs, making Broome Park "*a home from home*", "*reassuring the families that their loved ones are well cared for*", "*being the best we can*", being patient and sympathetic and treating everyone as an individual and with respect. As one person said: "*Respect is high up; remembering that this could be your Mum or Dad*". A link was evident



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between people's responses and documents such as the philosophy of care statement and charter of expectations.

Awareness of the organisation's core values (i.e. love, trust and honesty) was mixed although people were aware of the desired ethos and philosophy of care. When asked about the values people referred to aspects such as: treating people with dignity and respect, offering choice, showing empathy, integrity, honesty, openness, transparency and safety.

The organisation evidently continues to take its social responsibilities seriously. The Friends of Broome Park continues to play a pivotal role in building links with the community by organising events and developing facilities such as the sensory garden. Other notable practices are the establishment of a support group for residents' spouses and the forging of links with local schools. The organisation also continues to support and develop undergraduate and postgraduate placements.

## **2. LEARNING AND DEVELOPMENT STRATEGY**

Learning priorities are clear and linked to the vision of becoming a 'centre of excellence' for dementia and the long-term residential care of the elderly. There is a continued focus on mandatory training but more specialised training and leadership and management development is taking place.

Resources for I&d continue to be made available in terms of time and money and the policy of paying people to attend training has been maintained. Some of the training is funded but management is also prepared to invest its own money in qualifications such as the Registered Managers Award for all the managers and the 'meaningful activities in dementia' training programme that has been rolled out to all staff. There is an understanding of how the impact of I&d on performance will be evaluated through observation, supervision/appraisals and audits.

Interviewees confirmed that they are involved in identifying their learning and development needs through discussion at appraisal and supervision. They were able to explain what their I&d activities should achieve for them, their team and the organisation. There was a clear line of sight between interviewees' responses and providing high quality care.

People confirmed that I&d was planned to build their future capability in line with the organisation's vision (to become a centre of excellence). A specific example cited was the specialised training in dementia care.

Managers work closely with their people and spend time coaching them. This has helped to create a culture that encourages learning and development at every level. They also provide strong role models for continuous learning by taking part in the training alongside their staff and through personal development. For example, the Head of Care is participating in the NHS leadership academy.



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There is evidently an appetite for learning amongst the staff and they believe they have a responsibility for their own development. As one person said: *"It's up to you to speak up and say what you'd like and the managers to facilitate"*. People undoubtedly believe that continuous learning is at the heart of the culture at Broome Park. There was frequent reference to learning from other staff, as well as from external sources, and developing new techniques for delivering care to meet the needs of individual residents.

### 3. PEOPLE MANAGEMENT STRATEGY

Management has successfully created an environment at Broome Park where people believe they can contribute ideas and suggestions for improvement. A range of formal and informal methods is used to gain feedback including meetings, surveys and the suggestion box. Given the busy working environment, managers are good at making themselves accessible and available to staff.

People confirmed the above practices. They believed that their ideas and opinions are valued especially those that relate directly to the care of the residents:

*"Management is good at asking us what we think; we get letters asking us how we feel"*

*"They're open to new ideas, management is very up to date and open minded"*

The level of commitment to ensuring that everyone has an equal opportunity to learn and develop has been maintained. Opportunities are promoted and made available to all staff, not only the care staff. People are paid when they attend training and learners are given 'non contact' time e.g. for studying towards their QCF qualifications. A new development (and shining example of good practice) to ensure that learning is accessible to all is the use of voice recognition software to overcome language barriers and help those people who 'struggle' with the written English language.

Although people believed that management was genuinely committed to training and development, some people said that finding the time (e.g. to study) and being tired are barriers. For example, although people had been told that they could study in the evenings they said that they were often tired at this time of day. This was also true of the evening training sessions which for some people came at the end of a long shift. It was noted that there are plans to make more use of e-learning and this should help to overcome some of these barriers.

There is a well-defined strategy to ensure that recruitment and selection meets the needs of the organisation and is fair, efficient and effective. It was noted that the interview and selection process is now led by the nurse managers and that they consider people's personalities as well as knowledge, skills and experience to ensure that new people fit with the culture at Broome Park.



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Broome Park employs a diverse workforce and there is an inclusive culture. People believed that diversity was valued and that everyone was treated the same regardless of their age, cultural background etc. A number of people remarked on the way that staff work well as team. Some notable examples of good practice are the way in which a uniform had been adapted (in a sensitive manner) to accommodate an individual with a disfigurement and how workloads were monitored for those individuals observing Ramadan.

In terms of work life balance, management recognises that people have lives outside of Broome Park and tries to accommodate requests/preferences for shift patterns, time off etc. People said that there was flexibility (e.g. for swapping shifts) and support for personal issues (*“they’re very human about things and understanding”*). They valued the ratio of staff to residents which makes their work easier. The only negative factor for people was the 14 hour shifts.

The open management style which permeates the home has helped to foster an environment where giving and receiving feedback is valued and this was confirmed by people:

*“After your induction period you get feedback from your line managers on how you’re interacting with the residents....X will say ‘I heard good things”*

*“We’re invited to be as involved as we want to be; we’re always asked for feedback, encouraged to be vocal”*

There was evidence that the structure at Broome Park is making the most of people’s talents. For example the nurse managers are now taking more responsibility for leading and managing people and a team leader/bridge role has been created. Of note also is the way in which carers are encouraged to use their talents (and have been given more time) to do activities with the residents.

People confirmed these practices. They said that they were encouraged to use their skills and talents (e.g. for art, music, beauty therapy etc) in activities with the residents and that the allocation system is based on people’s strengths. As one person said: *“You can use your talents with the resident activities; everyone knows everyone’s skills and preferences”*

#### **4. LEADERSHIP AND MANAGEMENT STRATEGY**

Since the previous IIP assessment, management roles and responsibilities have been clarified and there is now a clear management structure whereby the proprietors are increasingly devolving responsibilities down the line.



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There was evidence of a well-defined leadership and management development strategy. For example the Head of Care is participating in the NHS leadership academy, the organisation has funded the registered manager award for all the nurse managers (even though only one person officially requires it) and the team leader is doing a course in front line leadership.

The *'what should staff expect of their managers?'* continues to serve as the main point of reference for people and within this context managers were able to describe the capabilities they needed to lead, manage and develop their people effectively. There was frequent reference to providing a good role model and to communications. As managers said:

*"I'm expected to be a role model to the junior staff, be supportive, trusted, and honest and build up a professional relationship".*

*"It's about building the team, developing good professional relationships at work, giving people respect, value their contribution, offer them training, motivate them and give positive feedback"*

People were able to describe what their manager should be doing to lead, manage and develop them effectively. There was reference to: providing training, holding regular job discussions, treating people equally, listening to people's concerns, guidance, approachability, leading by example, being supportive and open-minded regarding suggestions, communication skills and taking time to *"talk to your staff and know the direction they're heading in"*.

## 5. MANAGEMENT EFFECTIVENESS

Managers described how they strive to be effective in line with 4 above by providing a good role model (e.g. in terms of caring for the residents), adopting a hands-on approach, dealing with situations honestly and treating staff with respect and fairly.

There was a range of positive comments about the quality of leadership and management throughout the home (see below) with people believing that managers, nurse managers and team leaders were equally effective. They appreciated their accessibility, hands-on approach and their engaging manner.

*"X is very supportive of us; we're not all task oriented; we love her; you can say you're not happy and she deals with problems"*

*"She's great, she listens, sorts things, allows us to try activities with the residents...."*

*"X is always happy and bubbly, very confident, doesn't get stressed, level headed, comes up with solutions"*



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*“X is a good manager, good people skills, never too authoritative, knows how to control the team, well organised”*

*“She has integrity; I trust her; she’s passionate about the residents and their quality of life; she steers us...”*

*“X is my professional hero; he’s the best manager I’ve had; you can grow; he listens and acts”*

Most people said that they received sufficient feedback on their performance although some were seeking more. There was reference to feedback channels such as appraisals, supervised practice, meetings and handovers as well as managers’ practice of giving feedback on an ad hoc basis. As one person said: *“You can get a positive letter out of the blue ....and negative feedback is picked up in a nice way”*.

Managers described how they encourage their people to work together and share knowledge by working alongside their people and discussing ideas for improving resident care (e.g. at handover and other meetings). A notable example of good practice is the way in which the carers decide how to allocate daily tasks amongst themselves depending on individuals’ strengths, preferences etc.

Managers also described how they act on feedback from all levels e.g. they take suggestions positively and discuss them at management meetings.

Managers described how top managers inspire them to lead, manage and develop people effectively: *“X is great, very supportive, is a mentor and a coach, helped to build my confidence with the team”*.

People confirmed the level of teamwork and remarked on the way in which different teams (e.g. care, housekeeping and office) and different cultures work well together. This shows in people’s willingness to do different tasks and to cover for one another as part of the daily allocation. As one person said *“There are no private heroes”*.

People confirmed that they respect and trust their managers and that the organisation over all had a culture of openness and trust. People also believe that they can give constructive feedback to management and that it will be well received and acted upon:

*“You can speak your mind, say your piece and it won’t be held against you; X asks what you think would help with staff retention, wants to know what matters to the nurses”*

*“X allows you to speak your mind, takes things on board”*

*“You can be very open and transparent with mistakes; you’re encouraged to be reflective and to consider ‘how could you do that better?’”*

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Coaching has become an integral part of the culture and this was confirmed by people. More formal coaching takes place with students and staff studying for qualifications (such as QCF). Informal coaching takes place on a daily basis where managers and senior staff coach newer/more junior staff in how to deliver quality and personalised care.

## 6. RECOGNITION AND REWARD

Management is keen to recognise and reward people's efforts (whilst acknowledging the constraints of the care sector). The strategy has evolved over the years. The organisation continues to put people forward for the Surrey Care Awards and in recent times has introduced internal award schemes (seasonal awards and employee of the year) as well as a new pension scheme. In terms of pay, people are not paid a flat rate but receive enhancements for working at weekends etc. It was noted also that pay is now linked to qualifications rather than length of service. In terms of improvement, some people did suggest that there could be long service awards and more choice in the vouchers given for the award scheme.

What motivates people is understood and this includes factors such as working in a team, the environment, pay, training and being part of a home that has a good reputation.

Managers described how they recognise and value people's individual contribution to the organisation by thanking people, passing on feedback from relatives and nominating people for the employee of the year award.

There is a culture of celebrating success and regular social events. Notable good practice is the way in which all the finalists are taken to the Surrey Care awards ceremony.

People overwhelmingly believe they make a positive difference to the home (in terms of maintaining its reputation for providing high quality care) whatever their role whether directly providing care or leading and supporting other staff. When asked to describe their contribution interviewees said:

*"By coming to work all smiley and happy every day..... we make a different to our resident's lives, we're family to them"*

*"I treat everyone as if they were a member of my own family, ensure they're safe, and show compassion"*

*"We bring a lot of positives, different ways of thinking; we have a different energy, like helping others"*

Most people believed that their contribution was sufficiently recognised and valued:

*"The reward is not just the money but also a feeling that you're helping others, a sense of satisfaction is more important"*



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*"It's nice to be recognised for doing a good job"*

*"I feel a valued part of a team that's achieving a lot of good for people"*

*"If you're doing a good job it doesn't go amiss; if something is good you're told"*

*"The biggest appreciation comes from the residents themselves"*

People understand what they need to do to be valued, recognised and rewarded. There was reference to providing personalised care to the residents, working hard and working as a team. Most people believed that the way in which they are rewarded is fair and motivating. However, pay is evidently an issue for a small minority of people and the (perceived) policy of no longer paying people for their lunch breaks was a cause of dissatisfaction for some. The 14 hour shifts was a demotivating factor for a number of people.

## **7. INVOLVEMENT AND EMPOWERMENT**

Ownership and responsibility is encouraged throughout the organisation. It was noted for example that the proprietors are increasingly devolving responsibilities for leadership and management to the managers and they in turn are devolving responsibilities down the line. Examples include the way in which nurse managers now recruit and select new staff (and manage the nurses) and carers are now involved in carrying out activities with the residents (as opposed to this being the sole responsibility of the activities co-ordinator).

Managers described the role they play in promoting this sense of ownership and responsibility by involving their people in decision making (especially regarding the delivery of care) and encouraging them to make suggestions for improvement in meetings and during the daily hand-over sessions. A notable example of good practice is the way in which managers involve their people in the assessment process before deciding whether or not to take on a new resident and in formulating the care plans.

People confirmed the above practices and described how they are encouraged to take ownership and responsibility for decisions regarding the care of the residents. For example nurses can decide on the allocation of the carers and the details of residents' care. As one person said: *"You can change things for the better care of the residents"*

Continuous improvement is an integral part of the culture and managers described how they have created this culture by being open and flexible, encouraging ideas (e.g. for delivering person centred care), seeking (and valuing) individuals' opinions (e.g. regarding the admission of a resident) and letting people try new approaches (and reviewing what works and what doesn't).



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It was evident from the interviews that people are committed to the success of the organisation and to providing a quality service whether to the residents or to other staff. They are also evidently proud to work at Broome Park and of its excellent reputation in the care sector. As one person said: *“If I was looking for a home, Broome Park would be top of the list; we care for people, make the residents feel at home”*

## 8. LEARNING AND DEVELOPMENT

People confirmed that their I&d needs are being met and that there is also support for personal development. They were able to describe what they had learnt from their I&d activities and how they had applied it to their roles. The practice of encouraging people to disseminate their learning following training (such as the recent enablement/physiotherapy training) is well-embedded.

Overall people rated the quality of the training provision as high. However, some felt that certain aspects could be improved. For example, some people felt that the in-house training sessions could be more engaging and more in-depth. Others said that the late (19.30) training sessions made it difficult to learn as they were tired by this time.

New people mostly confirmed that they had received an effective induction although some remarked that it could be more consistent. For example although there is a buddy system, people are often shadowing different carers (due to the rota system) with different styles/approaches.

There was evidence that the organisation recognises and celebrates I&d achievements. For example people move up the pay scales when they complete their QCF qualifications

People confirmed that knowledge and learning is shared across the organisation (e.g. in meetings) and that they are encouraged to new approaches (e.g. to improve resident care) and reflect on their practices (e.g. during hand over meetings and supervision).

People are evidently motivated to learn and enjoy putting their learning into practice. An example cited was the ‘360 degree’ training which people said had helped them to engage more with the residents. They also remarked that they didn’t feel guilty spending more time with the residents (e.g. on activities) and had been well supported by management in this respect.

People said that they were well supported after I&d activities (the hands-on, coaching style of management is helpful in this respect) and that I&d has become an every day activity at Broome Park.



Commercial in Confidence

## 9. PERFORMANCE MEASUREMENT

The management team was able to quantify the level of investment in learning in terms of direct costs (training spend) and opportunity costs (time). There is a shared belief that this continued investment is worthwhile in terms of the organisation fulfilling its ambition to become a centre of excellence, maintaining its reputation (it continues to win awards), sustaining bed occupancy levels and meeting CQC requirements (the latest inspection rated the home as at least 'good' and possibly 'outstanding').

People were able to give examples to show how I&D had improved their performance (e.g. increased confidence in looking after the residents) and the organisation (maintaining its reputation). They understood the correlation between well-trained staff and a high standard of care.

Some specific examples were cited by people that have evidently made a difference. These included the meaningful activities/person centred care training which has improved practice on the floor (carers are now delivering more activities to the residents) and changed people's attitudes (people are less task-focussed and more willing to spend time with the residents). As one person said: "*There's been a massive change, staff are more confident and able to identify residents' individual needs; the care is more personalised to the individual*". Other examples were the enablement course (which people said was helping them to promote physical activity and movement in the residents to retain their independence) and the training in break-away techniques (which had increased staff confidence in dealing with challenging situations and reduced the number of incidents).

## 10. CONTINUOUS IMPROVEMENT

Management is evidently keen not to become complacent or to stand still and there was a wealth of evidence of improvements that had been made since the previous IIP assessment. Of note is the way in which it has addressed some of the areas for development identified last time. Notable improvements include a clearer business plan, stronger performance management (appraisals are now led from the top), more incentives and rewards (e.g. pay is now linked to qualifications rather than length of service) and more frequent communications (e.g. regular departmental meetings).

People had noticed "*lots of changes for the better*" since the previous IIP assessment especially in areas such as communications (more meetings), investment in equipment and training ("*the training is very good now, most weeks there's something happening*"), being given more time to spend with the residents, improved ratio of carers to residents, more awards (the season award scheme is working better people are more truthful) and more social activities. As one person said: "*Communications are much better; you're given time to spend with the residents; it's less task oriented*"