



The Standard Assessment Report

Everycare (Medway/ Swale) Ltd

Project number: 19/00130

Accreditation valid from: 20th March 2019

Assessment conducted by: Julie Price, IIP Practitioner



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Acknowledgements

It has been a privilege to have had the opportunity of undertaking the Investors in People assessment on behalf of Everycare (Medway Swale) Ltd against the sixth generation Framework.

Sincere thanks for the excellent work that went into preparing, organising and coordinating this assessment; and particularly to Richard Tutt for dealing with requests for information or clarification.

The co-operation and openness of everyone who contributed is appreciated; they were very happy to share their experiences and to describe what it is like to work in Everycare (Medway Swale) Ltd.

Achieving Investors in People accreditation is a significant accomplishment; and is something to which everyone in the organisation should feel justifiably proud.

Assessment Summary

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management practices. Underpinning the Standard is the Investors in People (IIP) Framework. Based on 25 years of leading practice, the latest research and workplace trends, the IIP Framework is organised around nine key indicators of high performance each with three underpinning themes.

Everycare (Medway Swale) Ltd was assessed for accreditation against the IIP 'Developed' Standard in March 2019. The assessment process comprised of initial discussions around the company's ambition, production of an assessment plan, administration of the online assessment, and interviews conducted with a representative sample chosen from across the organisation.

In line with the evidence presented in this report, the decision has been made that the organisation satisfies all the requirements at a 'Developed level' in the IIP sixth generation Framework; and therefore, accreditation is awarded at this time.

Recommendations have been highlighted in this report and are outlined on page 15. These recommendations should be considered within the overall context of the findings of this assessment.

The recommendations are designed to focus on key areas that will support the organisation in realising its long-term ambitions, whilst moving towards the higher levels of the IIP Framework to meet the company's future aspirations.

Further considering the organisations key challenges relating to, for example developing leaders for the future, reaffirming the values in how the teams are measured, continuing to focus on reward and recognition and developing partnerships that can support the future of the business, should result in supporting the organisation achieve its overall ambitions.

There are many areas of excellent practice highlighted in this report, such as the levels of engagement across the teams, the underpinning strength of the core values, the coaching and supportive approach of managers, the ongoing focus of the people's development and the level of commitment the teams have described towards the organisation and the people they care for now and going forward.

Through the organisations ongoing commitment, it is felt that Everycare (Medway Swale) Ltd should sustain this level of achievement, whilst utilising the best practice captured within the IIP Framework.

Assessment Outcome

Everycare (Medway Swale) Ltd final award outcome:



Context

Everycare (Medway Swale) Ltd provides tailor-made domiciliary and personal care services that deliver the highest quality of health and social care. They have a rigorous recruitment and selection programme and focus on comprehensive staff training and on-going assessment to ensure quality care standards are continuously met across the organisation.

Everycare (Medway Swale) Ltd have successfully been assessed and have achieved registration with its relevant health and social care regulatory and inspectorate body as they provide the services of trained and qualified health and social care staff.

The organisation was first accredited as an Investor in People in January 2013 and this was their first assessment against the new IIP sixth generation Framework. They have described their journey with Investors in People as a fundamental part of their ongoing commitment to their team, the organisation and stakeholders.

Organisational Ambition

For this assessment, it was felt that the core IIP Framework would provide the company with further opportunities to explore within the organisation, whilst gaining feedback on areas they want to specifically focus on within their objectives and look at key areas of continual improvement that will support the organisation to achieve its ambitions for the future.

It was agreed that any areas of development highlighted during the assessment process will be included within the feedback report, as well as considerations relating to the online assessment results, and any areas that will help to support the organisation in realising its overall aims and objectives for the future.

Assessment Approach

Survey Response Rate

Overview

TOTAL RESPONSES 53 responses out of 103 (51%)



RESPONSE METHOD



Email link: 53 responses out of 53

Open access: 0 responses out of 53

By Team

[NO GROUP] 53 responses out of 103



The online assessment was deployed to a sample of 103 employees with a response of 51% (53 people) was received. This was above the international IIP guidelines and therefore the sample is considered statistically significant.



Based on the findings from the online assessment, the IIP Practitioner interviewed 15 employees from across the organisation.



Informal observation opportunities whilst on-site and observation of the people within the organisation throughout the assessment process.



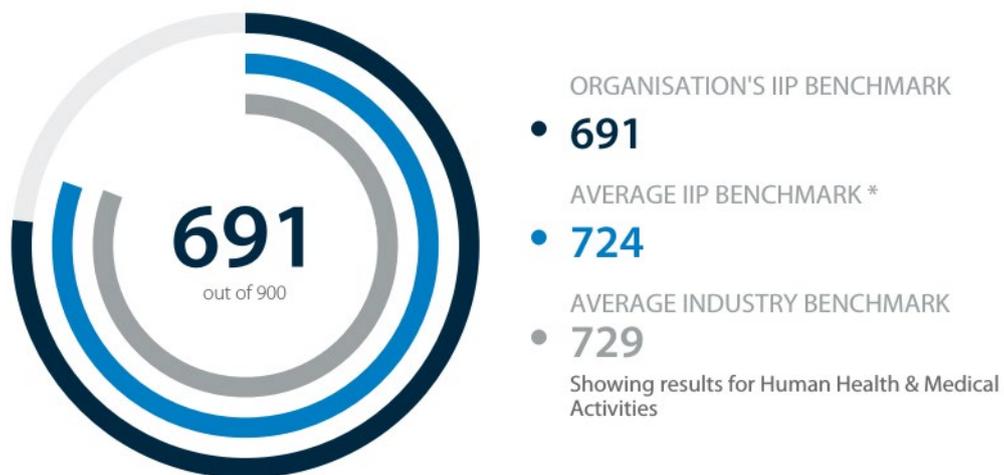
Types of analysis undertaken, and the sources of information used included organisational plans, mission statement, values and other relevant information.

Assessment Analysis

IIP Benchmark

The IIP Benchmark below shows Everycare (Medway Swale) Ltd overall performance for the online assessment compared to the IIP average for all organisations who have completed the online assessment and against the average Industry Benchmark for Everycare (Medway Swale) Ltd. Please note this benchmark is based on live data and is correct as on 18/03/19.

Benchmark



* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Overview of online assessment results

The table below shows how your employees responded to the online assessment for each indicator of the IIP Standard (including the average per indicator and the difference to other organisations that have completed the online assessment).

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	21.7%	31.6%	20.3%	10.4%	6.6%	4.2%	5.2%	5.2	-0.4
INDICATOR 2 Living the organisation's values and behaviours	36.2%	40.8%	10.6%	5.3%	2.6%	1.1%	3.4%	5.9	-0.0
INDICATOR 3 Empowering and involving people	35.4%	36.3%	13.2%	4.7%	4.2%	4.2%	1.9%	5.7	-0.1
INDICATOR 4 Managing performance	31.1%	36.3%	10.8%	9.4%	3.8%	4.2%	4.2%	5.5	-0.2
INDICATOR 5 Recognising and rewarding high performance	18.4%	19.3%	17.0%	14.6%	4.7%	10.8%	15.1%	4.4	-0.7
INDICATOR 6 Structuring work	38.2%	36.8%	11.3%	8.0%	3.8%	1.4%	0.5%	5.9	+0.1
INDICATOR 7 Building capability	19.6%	35.8%	18.1%	12.8%	4.2%	3.8%	5.7%	5.2	-0.3
INDICATOR 8 Delivering continuous improvement	19.8%	34.0%	19.3%	17.0%	2.4%	4.2%	3.3%	5.3	-0.4
INDICATOR 9 Creating sustainable success	25.0%	27.4%	16.5%	20.3%	5.7%	2.8%	2.4%	5.3	-0.5

NB: The Average Score is the average response from all employees who participated in the online assessment. To help interpret this score, number 7 represents a response of 'Strongly Agree', so the closer the Average Score is to 7, the more positively the result can be read. 4 is a neutral response. Although this assessment focused on the 'Developed level' of the IIP Framework, the online assessment questions cover all performance levels of the IIP Framework.

Summary of Assessment Findings

Leading

Creating purpose in a changing environment, whilst motivating through change, have become essential skills for many roles. High performing organisations foster leadership skills at every level of the organisation to deliver outstanding results. Clarity of vision and purpose and how well leaders in the organisation inspire employees to perform are central to this principle.



Leading and inspiring people

The overall rating within the online assessment (OLA) of 73.6% for this indicator, in somewhat agree and above, relating to leading and inspiring people, was confirmed throughout the discussions during the interviews.

It was explained by the various teams that through regular staff meetings, team meetings, newsletters and the supervision process they can clearly see the positive impact of how their own achievements and that of their teams are supporting the company.

“We hear about everything we need to know about the company through our team meetings and by having regular conversations with our managers”

Managers said they lead by example in the way they engage with their teams and gave examples of how this takes place. Through this approach it was explained they have created an environment where people can be open and honest about everything by encouraging their teams to talk to them anytime.

“Our teams can talk to us about anything as we support them through providing guidance and helping them in any way we can”

The teams confirmed that managers are good at motivating people and that they do trust them by saying that:

“Managers very approachable and there is always someone that will listen to us”



Living the organisation’s values and behaviours

This indicator has received the highest rating in the OLA of 87.6%, in somewhat agree and above, with positive responses being supported through the numerous examples shared by the teams describing how they live the values every day.

For example, people said as a result of demonstrating their commitment to the quality of the care they provide they are always looking for ways of how improvements can support their residents:

“One of our residents had a stroke before we knew them and was unable to move around without assistance, so we organised a wheelchair for them, helped them learn to use it and they now go out on their own every day”

By working together, the teams said they were able to help build their residents dignity and respect, for example:

“When we took over this contract a couple of years ago one of our residents was not interested in getting up and moving around. Through the ongoing support and encouragement from our team, and by providing the right type of equipment, they are now getting up every day, using their wheelchair and becoming more independent”

Managers explained how the values are connected to every part of the company and define the way they engage with their teams and how the teams work with each other. They are considered as central to providing good quality, personalised and effective care to people they support.

“We manage our teams by understanding their individual needs and making sure they feel supported”

“We recognise when people need extra support and do whatever we can to help them”

The teams gave numerous examples of how they are managed in line with the values:

“Our managers look after us and take time to understand what is important for us at work and at home”

“Equality is important here as we are all treated with respect and listened to”



Empowering and involving people

The overall rating of 84.9%, in somewhat agree and above within the online assessment for this indicator, was supported through examples provided by the teams.

Through the types and levels of communication and the open approach in sharing information across the organisation, managers said they are confident that people have the right information they need at the right time.

“We share everything with our teams, including care plans, schedules and regular updates, as people need to know everything about our service users before they can provide care for them”

It is clear through our discussions that managers are supporting and encouraging their teams to feel empowered and to make decisions relating to their roles.

People said:

“We have all of the information we need to be able to make decisions but if we have any questions there is always someone at the end of the phone or available to have a chat with”

Support mechanisms and structures have been put into place and designed to provide the teams with opportunities, new experiences and regular feedback, such as the spot checks, mentoring and additional responsibilities.

Managers said:

“Spot checks and mentoring are there to support the teams and build their confidence in making key decisions that are part of their role, to help them develop their skills, and for some of them to move into more senior roles in the future”

Supporting

For many, constant change is the new normal. Sustainable organisations use flatter structures to enable faster decision-making, agility and customer focus. It is critical that people are supported to perform through the way jobs are designed, reward is structured, performance is managed, and the autonomy people must have to make decisions.



Managing performance

The overall rating of 78.2% within the online assessment for this indicator of positive responses reflects the team's views of how performance management and reporting is structured across the organisation.

Feedback during our discussions confirmed the various ways the company and team objectives are shared with people, including regular staff meetings, team meetings, and through supervision. The teams therefore understand how their role and related objectives are aligned with those of the business.

Managers explained how important regular discussions through structured supervision sessions are with their teams. These meetings are organised to take place every 6 weeks and are designed to discuss all aspects of performance management, including giving and receiving constructive feedback, progress against agreed objectives and training, development and progression opportunities.

"We have set out the structure for supervision in line with the requirements of the CQC, feedback from our teams and the needs of our service users. These meetings are organised to take place every 6 weeks but if people want to discuss anything, they can ask for them to happen more regularly"

People said:

"We have regular supervision and through these meetings we set goals, pick up on issues relating to things we need to improve, look at the last supervision feedback, focus on compliments and what we have achieved and discuss anything we would like to be involved with"



Recognising and rewarding high performance

The overall rating of 54.7% within the online assessment for this indicator, in somewhat agree and above, was further explored with the teams to ascertain the reasons why there were mixed views in some of the question areas.

It was confirmed through the discussions with the team that although they do feel appreciated and valued within their roles, as they are part of the care industry in the main salaries and hourly rates still remain low, and therefore these issues are reflected in the lower feedback ratings.

“We are doing everything we can to support our teams and continue to review rates”

Overall people said that the structure in how they are recognised and rewarded is clear and they thought the way managers openly praise them was very encouraging.

“The Christmas meal was very nice we had a great evening with everyone, and it really shows that we are appreciated for our commitment”

“They regularly share client feedback with us, which is brilliant”

Managers said they take a personalised and flexible approach when showing their appreciation to their teams.

“People always work over their hours and we recognise this as much as we can by giving them time back in lieu as a way of thanking them their ongoing commitment”

“Thank you cards are given to people for working extra shifts”

It was also explained by managers that from induction onwards, training has been redesigned to enable the teams to complete the required activities in a time efficient way, with some payments now being paid for attending training sessions.



Structuring work

The 86.3% rating, in somewhat agree and above, through the online assessment and supporting interviews reflected people confirming they have a clear understanding of their roles, what they are expected to achieve, and how they are being encouraged to work together, whilst understanding their own levels autonomy.

“I find my job very rewarding as we are there to make sure the people we support feel cared for and by working together we make this happen”

Managers explained how policies have been designed to support people to make decisions within their roles as they have clear levels of authority and autonomy incorporated within the various job descriptions.

“Job descriptions and role guides provide a clear outline for everyone, so they understand their key responsibilities”

Due to the nature of the company, managers said there are clear guidelines, contractual requirements and compliance levels that must be adhered to. Through sharing these people understand what this means within their roles and when they might need to ask for guidance.

“Everything is set out in the care plans so that people know what should be happening, the types of medication someone needs, and the level of care agreed with them”

Teamwork was described as the way the organisation operates, with the core values underpinning this by encouraging the teams to work together, whilst learning and reflecting.

“We work really well together and appreciate feedback from each other as that helps us to learn and get better at the care we give”

Managers said, *“all of the teams across the different units work very well together and are happy to help each other out anytime”*.

Improving

Constant adaption, flexibility and continuous improvement feature heavily in the very best organisations. For many, constant change is the new normal. Sustainable organisations develop capabilities, resources and plans for tomorrow. They foster innovation to find new ways to achieve results and realise their ambition.



Building capability

Discussions across the teams confirmed the overall rating of 73.5%, in somewhat agree and above, through the online assessment for this indicator.

Over the last three years training provision across the organisation has been completely reviewed, from induction to refresher training to meet the mandatory requirements expected of the teams. It was explained by managers this has resulted in training being more focused, time efficient and effective in the way the teams engage with these opportunities.

“We prioritised the training that needed to be revised first and over the last 3 years this has included the induction programme, mandatory training and the introduction of mentors to support the teams”

Managers explained that training, learning and development is identified in various ways with the teams and by ensuring mandatory requirements are met. Individually focused learning is generally based on personal aspirations, legislative requirements and development needs within the roles.

“We give people responsibilities that related to their experience and build on this by developing their confidence levels to try new things and grow within their roles”

People said:

“Supervision looks at progression and taking on additional responsibilities, such as the on-call duties and working towards coordinator roles”

“This company has allowed me to progress my career by recognising my abilities and encouraging me to develop within my role”

It was also explained how the ongoing focus to recruitment and selection has ensured the organisations needs are met through using fair, efficient and effective processes.

“Interview questions now pull out behaviours, which has helped us in recruiting the right people”



Delivering continuous improvement

With the 73.1% rating, in somewhat agree and above, through the online assessment for this indicator examples of how innovation takes place were explored and confirmed by the teams during the interviews.

There were some excellent examples discussed with the teams during the interviews of how motivated they are in looking at ways to continually improve, including:

“We are always looking at ways we can improve the way we deliver our services”

Managers said they encourage their teams to share their ideas through daily discussions, the regular staff meetings that take place, team meetings and supervision. Examples were discussed on how positive changes as a result of this has supported the business and the teams, including:

“Through gaining feedback from the teams and discussing this in more detail with them we have changed some of the services that we provide as they were no longer working for the teams or the business”

Managers described the various ways in how they explore opportunities to improve the way they manage and develop their teams including the investment in training delivery over the last 3 years.

“It is important that we continue to review how we engage with our teams and we regularly ask them for their feedback during supervision and staff meetings”



Creating sustainable success

The 68.9% rating, in somewhat agree and above, for this indicator was further confirmed through the positive examples people at all levels shared during the interviews.

Although there were comparatively lower ratings reflected for this indicator when discussing these areas with the team's, people said they are genuinely committed to the ongoing success of the company and they understand its direction.

The teams also said they feel part of the organisations future and hope the company are successful when re-tendering this December to manage the existing contracts going forward.

“I have a lot of support for this company as it's the best care organisation I have ever worked for”

Managers explained their plans for the future and how these are developed through conversations with their various stakeholders, with information shared in staff meetings.

“It's important for us to focus on the future by continuing to build our business through winning new contracts, regaining our existing ones and diversifying our services where possible”

There were numerous examples discussed relating to the level of understanding people have regarding how the organisation and the teams support their local communities.

“Living Care is the next thing for the Everycare franchises and will be included in our services across the country. We therefore need to set this up in our area by asking our managers to attend the network meetings as they will be the ones putting this into place and then managing it going forward”

Outcome Against the 27 Framework Themes

		Developed
1. Leading and inspiring people	Creating transparency and trust	■
	Motivating people to deliver the organisation's objectives	■
	Developing leadership capability	■
2. Living the organisation's values and behaviours	Operating in line with the values	■
	Adopting the values	■
	Living the values	■
3. Empowering and involving people	Empowering people	■
	Participating and collaborating	■
	Making decisions	■
4. Managing performance	Setting objectives	■
	Encouraging high performance	■
	Measuring and assessing performance	■
5. Recognising and rewarding high performance	Designing an approach to recognition and reward	■
	Adopting a culture of recognition	■
	Recognising and rewarding people	■
6. Structuring work	Designing roles	■
	Creating autonomy in roles	■
	Enabling collaborative working	■
7. Building capability	Understanding people's potential	■
	Supporting learning and development	■
	Deploying the right people at the right time	■
8. Delivering continuous improvement	Improving through internal and external sources	■
	Creating a culture of continuous improvements	■
	Encouraging innovation	■
9. Creating sustainable success	Focusing on the future	■
	Embracing change	■
	Understanding the external context	■

■ Met

□ Not Met

Recommendations and Next Steps

This assessment has used the IIP sixth generation Framework at a 'Developed' level to benchmark Everycare (Medway Swale) Ltd people management and development practice. Analysis of the information collated through planning discussions, online assessment, interviews, general observations and documentation review has confirmed that the company is an IIP organisation.

A meeting has been agreed to take place on 16th April 2019. The purpose of the meeting will be to discuss the findings in the report and agree an action plan for continuous improvement.

As discussed during the assessment visit adding some additional time to future annual visits, and / or considering when might be the best time to undertake an IIP survey, would provide additional opportunities to explore feedback from the team. This would include agreeing an investment proposal designed to support these activities. The time can be organised to, for example gather feedback from the team against core areas and explore development opportunities that can support the business to achieve its long-term ambitions.

Throughout the assessment process it was clear to see the excellent level of commitment the teams have towards the organisation and the people they are caring for. Everyone talked about being supported and encouraged to achieve their best through a culture of appreciation where people do feel valued. Overall the teams said, *"Everycare is a great place to work"*, with comments confirming their long-term commitment towards the company.

It was agreed during the assessment visit that the areas for future consideration be aligned with the organisation's key challenges going forward and be designed to lead to higher levels of achievement across the IIP Framework. Therefore, the following recommendations highlighted below capture areas of focus for the management team to support the organisation in realising its future ambitions.

Leading

- Aligned with the future aims of the company and the individual plans of the current leadership team are the core qualities required of all managers. Consider these capabilities as they should be defined to enable the business to develop its leaders and managers to drive future business success
- Encourage managers to continue to gain feedback from their teams and discuss with this with them, whilst agreeing positive actions that can be taken as a result of their feedback
- Continue to develop, share and promote the organisations values, whilst further integrating them into people management processes, such as supervision to discuss behaviours in line with them. Consider how the values can be incorporated within future marketing, tender applications and recruitment strategies
- Consider how managers can further encourage their teams in a consistent way to feel confident in challenging behaviours in line with the values as this will ensure everyone can feedback to all levels across the company when they have concerns
- Building the teams confidence and developing leadership skills should also have a positive impact on the teams feeling able to take ownership for decisions that affect the performance of their teams and the organisation

Supporting

- Continue through feedback from the teams to regularly review and refresh the organisation's approach to recognising and rewarding people across the company
- Consider the key challenges the teams have faced with regards to recruitment, in gaining the balance for the teams to ease some work life balance issues raised
- In line with the comments relating to managing effective work life balance with the team's, people said they would be willing to develop within their roles to enable them take on additional responsibilities. This would provide extra resources when managing on call duties, and covering for example annual leave
- As discussed, taking time to review key roles, whilst considering their core priorities will ensure people are maximising their skills to be efficient in their work by focusing on these areas. This is particularly important for roles that have evolved and developed over time with additional responsibilities included in their current job descriptions

Improving

- People talked of wishing to further develop and explore career opportunities within the organisation. Consider how the learning, training, coaching and development can further support this aligned with any succession planning, designing new roles, adding new services and filling critical positions can support the business now and going forward
- Proactively seek to develop existing partnerships with key stakeholders, such as the council the organisation is currently delivering contracts on behalf of. Explore current and future opportunities with them relating to, for example Extra Care contracts
- As discussed, the IIP Sixth Generation Framework is a useful tool when considering the future aspirations of the organisation. Managers within the organisation may wish to move forward with the Standard and consider how the company's ambitions are aligned with the performance levels within the IIP Framework

Key Dates

The key dates for the next stages of Everycare (Medway Swale) Ltd IIP journey are set out below:

Accreditation date	12-Month Review	24-Month Review	Next Assessment Due Date
20 th March 2019	26 th January 2020	26 th January 2021	26 th January 2022

Get in touch:

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