



THE RETREAT

INVESTORS IN PEOPLE REVIEW FEEDBACK REPORT

COMMERCIAL IN CONFIDENCE

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Date: 22nd November 2010

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Introduction

The Retreat is an established Investor in People with the last successful review three years ago in November 2007. Areas of strength and good practice were identified at that time as well as recommendations made for continual improvement. The Retreat is an independent charitable organisation which provides mental health care based upon the Quaker values and culture. The organisation continues to restructure and refine its services of specialist psychiatric care, including the appointments this year of a new director of clinical services, an involvement development worker and resident Quaker.

During the review visits 32 people were interviewed representing an approximate 10% sample across service teams. Documentary evidence was also provided as requested and the assessor was also able to sit in for part of a business development meeting held in the boardroom.

Having carried out the review process rigorously within the guidance provided for assessors by UK Commission for Employment & Skills, I can confirm that The Retreat should remain recognised as an Investor in People.

I would like to thank everyone involved in the review for their insights, contributions and descriptions of how all people contribute to the goals of providing specialist mental health care which gives people their lives back and reflects the dignity, tolerance, humanity and spiritual values of the Quaker testimony.

Executive Summary

The Retreat operates a rolling three year plan which sits alongside its strategic vision. There is also a detailed annual budget for 2010, a capital expenditure plan and a cash flow forecast. The plans are flexible so as to be able to respond to opportunities. The senior management team and directors view 2010 as a year of consolidation. Detailed project plans and timescales are available to all staff on the shared drive with progress against all plans reported to directors on a quarterly basis. The Retreat continues to trade successfully based upon its established and flexible business model. Naturally people are concerned regarding the future of public services but feel confident that the leadership team will continue to maintain positive face to face communication with commissioners, funders and referring bodies so that the unique service remains sustainable as well as providing bespoke and creative pathways of care as future needs evolve. The principles and values of care are widely shared and understood with interviewees confirming their belief that at all times staff strive through sheer hard work and dedication to provide the highest professional standards of care which is delivered with humanity, integrity and trust. Built upon these values there is a recognition that the demands of the market place and Care Quality Commission (CQC) are changing so that structures for quality assurance and data collection need to be in place. Consultation about the structures and possible costs and solutions is ongoing. There are also a number of key staff retiring within the next six months which is being taken account of in the restructure dialogue.

The embedded meetings structures appear to work well, with staff commenting favourably regarding the team meetings, group and individual supervision, improving use of emails and help with IT skills through well facilitated internal modular workshops allowing people to complete the FACE patient record systems. The concise briefing process with prior written

information should allow all staff to be fully engaged and informed, although there does appear to be some reluctance from some staff to attend the sessions as they are not mandatory. During this review visit the assessor was impressed by the huge investment in upgrading IT facilities and the up-skilling of staff in IT skills to recognised standards of competence (5 GCSE equivalent). Staff are continuously developed through established processes of induction, coaching and mentoring, training weeks and mandatory training updates. The appraisal process is back on track this year after some slippage in recent times due to a number of valid reasons including the old system being perceived as too time consuming and cumbersome. Appraisals for 2010 are 100% complete. There is still further scope for refinement, further development of capability/competence frameworks and so on and this is all recognised and work-in-progress.

The capabilities managers need to lead, manage and develop people effectively are understood. As job roles continue to evolve job descriptions are systematically updated. In a similar light policies and protocols continue to be updated and refined. The SMT are visible role models with all staff confirming the open door policy and family spirit within The Retreat. The working environment can be stressful and the Retreat acknowledges this. There is access to in-house psychotherapy counselling services (Tuke Centre) and an understanding of work-life balance and health and wellbeing issues. However with such a dedicated and caring staff, inevitably some staff do not take their breaks. Some staff are more resilient than others, but the general energy and enthusiasm is channelled to support each other, service users, clinical governance and outcome measures.

Reward and recognition strategies are being reviewed. A working party has been established with a wide ranging remit as part of continuous improvement to research and investigate The Retreat working terms and conditions. This may lead in time to being able to offer a bespoke employment package which sits alongside the core offer. The discretionary "bonus" is now seen as more equitable.

The investment in people and processes continues to make a difference to the performance of staff and therefore the performance of service teams and impacts upon achieving the flexible action plans. Many examples of improvements were articulated by staff including the healthy eating options (salad bar), the implementation of computerised systems to maximise efficiency, plans to raise the profile of The Retreat through PR and marketing initiatives and activities and listening to the needs and wants of service users. The passion of all staff shone throughout the review visit. The Retreat is a special community.

Areas of Strength

- Clarity of Statement of Purpose and Values
- Rigorous Strategic and Planning processes
- Appraisal and Supervision which encourages a learning culture
- Open communication channels with questions and feedback encouraged, through briefing, staff surveys and embedded meetings structures
- Open to ideas to improve reward and recognition strategies
- Huge investment in IT skills
- On – going refurbishment of facilities/buildings
- Plans for restructures to deliver Quality Assured Services to meet future needs

Potential Areas for Development around the Standard

- Service Teams could be more pro-actively engaged with the Investors in People Standard perhaps as “Champions” or through established working parties, service user groups or other forums
- There are still some perceptions (not necessarily evidence based or factual) regarding equality of opportunity for development and support – in particular comments made by part-time and support staff. This may be overcome by establishing a coaching and mentoring culture with such staff, similar to the established processes for clinical/nursing staff
- Leadership and Management capabilities could be further defined so that they can be used to develop future managers and as an aid to succession planning
- Follow through with the reward and recognition ideas as part of the culture of continuous improvement and to develop the sense of ownership and pride already acknowledged
- Continue to develop the Appraisal processes so that a performance management culture is embedded throughout The Retreat which develops capabilities for now and the future. Whilst keeping the process simple (KISS) it may be worthy of extending the upward and/or 360 degree feedback to anyone in a supervisory position.

Potential Areas for Development within the Your Choice Framework

- Some of the development suggestions made above also apply. As the world in which The Retreat continues to evolve (CQC, QA, Data capture etc.) measuring and evidencing the impact upon key performance indicators will become essential. See Indicator 9 Your Choice evidence requirements 9.6 to 9.14
- As The Retreat continues to evolve and restructure developing strategies to improve performance will continue to be required –for example see Indicator 3 Your Choice evidence 3.6 to 3.29
- Further external reviews and staff survey data capture could be useful as an evaluation and performance tool – Your Choice Indicator 10. Consideration could be given to working with The Sunday Times Best Company Survey
- The above areas are exemplars only and there may be other themes or uses for the framework to help The Retreat drive the business forward

Review Feedback against your agreed objectives/priorities

To continue to build upon good practice, in particular to seek feedback from service teams regarding the year of consolidation within the 2010-2012 Three Year Plan

The Retreat has a clearly defined mission and values which are reviewed and shared through various documents, plans, handbooks, policies, shared drive and website information. Staff at service level know how they contribute to these plans, mentioning team meetings, supervision, briefing and the open door policy which is part of the culture. Without exception staff spoke warmly about the underpinning values which help to govern the way in which people are led and managed and affect the way people think and work within the therapeutic community. The appointment of an involvement development worker is seen as a further positive move which will make a difference to patients. The feelings of respect, trust and teamwork were regularly cited. Clarity of team and individual objectives is improving as a result of completing the appraisal cycle. Consultation and information sharing is part of the planning process. The brief is a useful tool, although a number of staff do not appear to be fully engaged and this requires

further research to understand the reasons why. It may be that in the past inconsistent messages, lack of feedback or perceptions of *"it is a top down process"* have caused problems. The assessor, through dialogue with the SMT is assured that this is not the case. All staff should be developed to take responsibility for communicating effectively with their colleagues. This means taking more ownership and managing their own and others' communications.

Appraisal and Supervision processes continue to be strengthened so that personal accountability for CPD becomes embedded. Priority aims such as the IT upgrades, ITQ workshops, e-learning software, developing a robust QA process and dialogue regarding restructures are all part of the process of improving support and facilitating staff and service user involvement. As a charity and small to medium sized employer, individual development may not always lead to career progression or financial reward. This is not fully understood by all people and perhaps could be clarified at recruitment and selection stages so that the dynamics and contract at individual level are aligned with corporate strategies and plans. It will be interesting to see the ideas, findings and recommendations of the Terms and Conditions Group.

"Although I am dyslexic I have learnt to use FACE and I truly love my job"

Mentoring and coaching of staff and students is an established practice within the nursing teams with many interviewees describing their input and personal learning journey. Work-life balance needs were discussed openly during the review visit dialogue with the majority view being that the organisation is genuinely committed to helping staff to manage this vital area of life. Typical negative feedback revolved around lack of notice regarding shift patterns as well as self-inflicted stress caused by staff choosing or not feeling able due to service user needs to take their breaks. Staff realise that they must complete the patient records (FACE) with a few commenting that protected time away from patients would help to relieve stress and pressure. This is an area where time management and/or clearer direction from management may be helpful. There is fair access to support and equality is a core value of The Retreat. Many staff work part-time. There is some flexibility with working hours within known parameters and at the discretion of managers although the needs of the service come first. A telling comment about the ethos of the organisation included: *"I got some financial help when I was in dire financial straights"* (a loan).

The knowledge skills and behaviours managers require have continued to evolve, although there does not appear to be a concise Retreat definition against which feedback and performance capability can be measured. The assessor understands that this is being developed into a form of competence framework as part of continual improvement. Once the new reporting structures are in place then further input and help may be required to assist the middle leaders to develop the capabilities required for the new roles. This may involve accredited training or qualifications or further mentoring and work shadowing opportunities subject to individual needs and learning styles. Comments already made regarding time management may apply. Many staff may have untapped leadership potential which can be nurtured and developed as part of a collegiate approach. Now that appraisal and supervision is firmly established once again staff will undoubtedly benefit from the support, trust, care and coaching skills of their immediate line manager or supervisor. External supervision or mentoring may also be worthy of consideration. Again interviewees described the established values and longer term problem solving approach and formal communication channels as guiding everything at The Retreat. The informal channels, such as eating together, or just going for a walk within the grounds are also seen as important (time permitting).

Recognition and reward is part of the strategy to deliver quality assured services and pathways of care. The Terms & Conditions working group are currently involved in formulating ideas to

inform the organisation's strategy. The review confirmed that people are valued and many interviewees gave examples of making a positive contribution to performance at individual, team and organisational level. Descriptions included:

"We are trying to get better at personalising non-salary rewards"

"The canteen is OK it is not a restaurant and provides good value for money"

"At a ward level we always get the job done"

"I have felt more comfortable using FACE in the past 6 months"

"Service user involvement is meaningful not just tokenistic"

"All of the SMT will say come in and talk"

Interviewees confirmed their participation in the communication and decision making forums. The majority of staff are fully engaged with the vision, values, strategy and plans. However the next steps forward, in particular decisions taken regarding organisational structures and reporting lines will require careful thought and implementation. The feedback regarding engagement ranged across the full spectrum from *"Chinese whispers"* through to *"over communication"* demonstrating the difficult nature of the communication process. Since the last review visits the investment in IT has been huge. Although the FACE recording system is acknowledged as still *"a bit clunky"* most staff are more confident and comfortable in its use and benefits to the organisation. Internal communications can always break down for multi-faceted reasons. What struck the assessor as strange was the fact that a number of staff do not appear to have a systematic system of opening/reading/responding to their emails. Do people really wish to go back to paper in-trays? This part of the working culture requires attention. Ultimately all information feeds in to meeting service user needs, staff satisfaction, occupancy levels, individual growth, managing change and feelings of well-being and happiness.

The learning and development needs of all staff at The Retreat are met through a wide range of solutions including the training weeks, coaching, e-learning, NVQ programmes, In-house taught modular sessions, research and reading as well as speaking and attending forums and conferences. All mandatory training needs appear to be met although this was not checked via training records during the visit. Newer members of staff praised the warm welcome and Induction processes which had helped them to quickly align with the values of the organisation. The formal and informal strong professional working relationships support and teamwork continues to develop confidence and competence across the organisation. It was pleasing to hear of opportunities given and taken for cross-departmental sharing of good practice as well as a specific example of work experience in another department. Staff spoke highly of the IT workshops and opportunities to develop computer skills with access to PCs as required. There were people who felt frustrated that some promises to help with acquiring higher level (post graduate) qualifications had not been kept, so there may still be opportunities to link individual needs with the needs of The Retreat for publishing research papers, PR and marketing and so on as time and funding allows. The success of the workshop approach has lessons for the future as it allows the organisation to tailor the needs of the programme to fit the needs and wants of the service and its staff. It has also proved cost-effective, with over 40 people achieving recognised IT qualifications with little financial outlay (significant time cost acknowledged).

The overall investment of time, money and resources in learning and development is measured and monitored by directors with the financial overview provided by the director of finance and facilities. Directors and managers described the on-going investment in buildings and people with the future needs of service users always to the fore in plans and actions. Performance improvement was described in many ways including 100% referrals, clinical governance,

competence and confidence with using the computerised patient record system and completing the appraisal process as planned. Managers described with alacrity the performance of service teams, mentioning fulfilment of team priorities, the regular meetings, supervision, consistency and accountability as helping to develop the teams and organisation. Where people had taken the time to read the briefing notes, which are published prior to the brief to encourage questions, they confirmed their engagement and involvement. A small number of staff for unknown reasons appeared less engaged. Everyone can see the refurbishment programme is on-going and there is awareness of the need for data capture and evaluation across all service teams. The ability to make a difference to the needs of service users was highlighted by people across the service, with increasing creativity and involvement of all people within The Retreat community. The approach taken was summed up by the passion of a support worker in the older people's service when describing activities and trips including *"the local adopt a dog scheme"* which has given meaning and purpose to a specific client. Interestingly the role of this support worker evolved as a result of appraisal ideas and discussions, another valid reason for the investment in people.

Positive changes and contributions to the way in which people are managed and developed could be cited and consistently recognised across a range of activities by managers and staff.

Examples included:

"Discussions regarding succession planning"

"The next three years consultation paper"

"Involvement development worker appointment complementing the knowledge and skills of service user consultant"

"Staff questions encouraged through the briefing process"

"Actions taken as a result of staff survey feedback"

"New discussion forums such as business development and terms & conditions groups"

Over forty employees achieving recognised IT qualifications during last twelve months"

"I love my job and am proud to work for The Retreat"

"Quality and content of training continues to be improved"

Overall, staff demonstrated their pride in being active participants in such motivated and professional teams.

Appendix 1 - INVESTORS IN PEOPLE FEEDBACK MATRIX

- This shows the Evidence Requirement's that are met and not met within the Framework. Evidence Requirement's that are met appear in Green, those that are not met would appear in Red.

Appendix 1 - Investors in People Indicators

ER	1	2	3	4	5	6	7	8	9	10
1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
4	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
5	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
6	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
7	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
8	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
9	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
10	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
11	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
12	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
13	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
14	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
15	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
16	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
17	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
18	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
19	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
20	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
21	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
22	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
23	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
24	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
25	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
26	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
27	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
28	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
29	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Sub total	13	4	5	3	4	3	3	3	5	3
TOTAL										46

To access the table double click anywhere below. To add additional ER's that are met simply copy and paste a green cell into the appropriate cell. To add additional ER's that are not met change the cell colour to red. Any problems, please ask. (please delete)

Appendix 2 - THE INVESTORS IN PEOPLE FRAMEWORK

Good practice is clearly established
Good practice is developing
Areas for Further Development
Not considered at this visit
not applicable to this group

PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
<p>The organisation has a vision / purpose, strategy and plan (1,2)</p> <p>People are involved in planning (4,5,6)</p> <p>Representative groups (where appropriate) are consulted when developing the plan (3)</p>	<p>Learning priorities are clear and linked to the plan (2)</p> <p>Resources for learning and development are made available (1,3)</p> <p>The impact will be evaluated (4)</p>	<p>People are encouraged to contribute ideas (1,5)</p> <p>There is equality of opportunity for development and support (2,3,4)</p>	<p>Managers are clear about the capabilities they need to lead, manage and develop people (1,2)</p> <p>People know what effective managers should be doing (3)</p>	<p>Managers are effective and can describe how they lead, manage and develop people (1,2,3,4)</p>	<p>People believe they make a difference (2)</p> <p>People believe their contribution is valued (1,3)</p>	<p>Ownership and responsibility is encouraged (1,3)</p> <p>People are involved in decision – making (2)</p>	<p>People's learning and development needs are met (1,2,3)</p>	<p>Investment in learning can be quantified (1,2)</p> <p>Impact can be demonstrated (3,4,5)</p>	<p>Evaluation results in improvements to people strategies and management (1,2,3)</p>

PLAN			DO				REVIEW		
YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
<p>Clear core values relate to vision and strategy (7,11,13,17,19,23,24)</p> <p>Key performance indicators are used to improve performance (9,15,21)</p> <p>Social responsibility is taken into account in the strategy (10,12,16,18,22,25)</p> <p>People and stakeholders are involved in strategy development (8,14,20)</p>	<p>The learning and development strategy builds capability (5,8,12)</p> <p>Plan take account of learning styles (10,15)</p> <p>People help make decisions about their own learning (9,13,14,16)</p> <p>Learning and development is innovative and flexible (6)</p> <p>There is a culture of continuous learning (7,11,17)</p>	<p>The recruitment process is fair, efficient and effective (6,11,14,19,22,27)</p> <p>A diverse, talented workforce is created (7,12,15,20,23,28)</p> <p>A work-life balance strategy meets the needs of its people (*,13,16,21,24,29)</p> <p>Constructive feedback is valued (9,17,25)</p> <p>The structure makes the most of people's talents (10,18,26)</p>	<p>Leadership and management capabilities for now and the future are defined (4,9)</p> <p>Managers are helped to acquire these capabilities (5,6,10,11)</p> <p>Leadership and management strategy link to business strategy, taking account of external good practice (7)</p> <p>Everyone is encouraged to develop leadership capabilities (8,12,13)</p>	<p>Managers are role models of leadership, teamwork and knowledge sharing (5,6,7,9,10,13,14,15,16,17,20,22,23)</p> <p>Coaching is part of the culture (8,12,19,25)</p> <p>People are helped to develop their careers (11,18)</p> <p>There is a culture of openness and trust (21,24)</p>	<p>Reward and recognition strategies link to business strategy and are externally benchmarked (4,6,8,9,12,15,18)</p> <p>Representative groups are consulted (where appropriate) (5,14)</p> <p>What motivates people is understood (10,16)</p> <p>Success is celebrated (11,17)</p> <p>Benefits strategy goes beyond legal requirements (7)</p> <p>Colleagues' achievements are recognized (13,19)</p>	<p>Effective consultation and involvement is part of the culture (4,6,7,12,13,17)</p> <p>People are supported and trusted to make decisions (9,15)</p> <p>Knowledge and information are shared (5,10,14)</p> <p>People are committed to success (16)</p> <p>There is a culture of continuous improvement (8,11)</p> <p>People can challenge the way things work (18)</p> <p>There is a sense of ownership and pride in working for the organisation (19)</p>	<p>Learning and development resources are used effectively (4,8,13)</p> <p>Learning is an everyday activity (11,18)</p> <p>Innovative and flexible approaches to learning and development are used (5,14)</p> <p>People are given the opportunity to achieve their full potential (9)</p> <p>All learning is valued and celebrated and is an everyday activity (6,10,17)</p> <p>Mentoring is used (7,20)</p> <p>Personal development is supported (12,15,16,19)</p>	<p>The contribution of people strategies is measured and evaluated (6,10)</p> <p>Impact on key performance indicators can be described (7)</p> <p>Performance improves as a result (11,13,14)</p> <p>Career prospects improve (12)</p> <p>Flexible and effective approaches to measuring return on investment are used (8)</p> <p>Return on investment in people is reported to stakeholders (9)</p>	<p>Self review and information from external reviews are used (4,5,10)</p> <p>Effective feedback methods are used to understand people's views on how they are managed (6,7,11,12)</p> <p>Internal and external benchmarking are used (8)</p> <p>People's views on how they are managed improves (9,13,14)</p> <p>People believe it's a great place to work (15)</p>

Appendix 3 - INVESTORS IN PEOPLE CONTINUOUS IMPROVEMENT PLAN

A. Key Information

Organisation	The Retreat	Date of last assessment/review	November 2010
Date of Action Plan	December 2010	Review date for this plan	December 2011
Proposed next review date	November 2013		

B. Key Contacts

Client Key Contact	Ted Jackson	E	tjackson@theretreatyork.org.uk	T	01904 412551 x 2207
Assessor	Stephen Hudson	E	Stephen.hudson26@btinternet.com	T	01937 573618
Adviser	N/A	E		T	
Centre Contact Details	Laura Johnson; 01423 531133; ljohnson@yhal.org.uk				

C. Future Activity

Development Area <i>(to be completed by the Assessor)</i>	Objective <i>(to be completed by the Assessor)</i>	Organisation Activity	Support from Centre/Specialist/Others
Establish Investor in People Champions across service teams	Engagement and Involvement		
Encourage further coaching and mentoring relationships for support staff	Engagement/Involvement and longer term development including succession planning		
Agree a Leadership & Management capabilities standard	Development of leaders and managers for now and the future		
Appraisal process improvements	Meaningful process for all which becomes embedded part of performance measurement		