

## INVESTOR IN PEOPLE CASE STUDY:

### MANOR LODGE (DEVON) LTD

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## INVESTING IN PEOPLE TO DELIVER QUALITY RECRUITMENT

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Size:	22 staff
Sector:	residential care
Location:	Exmouth, Devon
Status:	First recognised as an Investor in people in February 2001 and successfully reviewed in June 2004 and January 2007.



INVESTOR IN PEOPLE

### Overall impact

"Investors in People promotes a powerful programme which has enabled our company to achieve its goals. From initially bringing about a complete change in culture, it now helps us to maintain our recognised standards of excellence. The business continues to evolve and go from strength to strength through the dedication of our valued team, who are proud of the recognition that Investors in People has afforded them personally."

*Gina Kerler-Lovegrove, proprietor*

### The organisation

Based in an Edwardian house in half an acre of grounds, Manor Lodge Residential Care Home was acquired by Gina and Ray Kerler-Lovegrove in December 1999. From its original 16 beds, the home has grown to provide care for 23 elderly male and female clients, following a major extension in 2003. Incorporated in 2004, Manor Lodge (Devon) Ltd is about to increase the size of the home still further with a further extension which will accommodate a further eight residents.

### The challenge

The first major challenge for Gina and Ray was simply to survive in an industry that was troubled by low profitability, high turnover of staff and lack of status.

"The care industry was considered a poor investment – and Manor Lodge was no exception," says Registered Manager Eileen O`Neill.

"It had a history of high turnover. It was drastically understaffed – 13 had left in the year that Gina and Ray took over. There was a lack of motivation among staff who were suspicious of the new owners and hostile to any changes in practice. There was no training in place, so to build a profitable business, Gina and Ray had to change the whole culture of the home."

## **The strategy**

Change had to be introduced slowly and gradually.

"People are afraid of change and Ray and Gina had to work alongside staff to gain their trust," says Eileen.

"The main focus was to achieve high standards of excellence. Ray and Gina believed that even in that hostile climate that quality would give them a chance of survival. It had to be a home of quality."

The home embarked on a major recruitment drive and put systems of training and communication into place to build a culture of mutual respect and inclusiveness among staff.

"We started using the valuable skills, knowledge and experience that staff had - but weren't made aware of. They didn't seem to have a voice. Staff then began to realise that the owners wanted to them to become involved and that their ideas and suggestions were actively encouraged and listened to. Staff felt valued because we were able to create a family atmosphere where we were all as important as each other.

"We put together a very good working team. My style of management is to empower staff and not to dictate," Eileen says.

In committing to Investors in People in 2001, Ray and Gina introduced programmes of NVQ-based training, not just to comply with statutory requirements but to raise levels of expertise and deliver the highest standards of care. The commitment to training won the home a National Training Award in 2003.

Now, 63% of the Manor Lodge staff have NVQ Level II or above. Gina has an NVQ V, while Eileen and her deputy have the NVQ IV Registered Managers Award. All senior carers have NVQ III.

Newcomers gain from an intensive programme of induction which enables them to absorb the policies, procedures and culture of the home and of the wider care industry.

Anne Buckland, for example, joined Manor Lodge after 23 years working in a factory.

"We recognised her potential immediately. She's worked herself up to NVQ III and she's now a senior carer. Anne tells me constantly that she gets complete job satisfaction and wishes she had made the move years ago.

"Another carer returned after maternity leave and received a further introduction to the home to enable her to get used to new systems and policies - and new residents."

Regular appraisals and work reviews enable staff to identify their training needs, while communication has improved out of all recognition. As well as an annual staff meeting, senior carers have their own monthly meetings, with systems in place for smooth handovers and shift changes. A Manor Lodge newsletter is another example of the deeply embedded culture of inclusiveness.

Above all, Manor Lodge is a workplace where individual success is roundly celebrated.

"When someone gains a qualification, the certificates are framed and displayed in the main entrance, where everyone can see. It motivates everyone," says Eileen.

## **The results**

The home is "extremely profitable" - with staff wages rising accordingly. Occupancy runs at 100%. The second extension will almost double the size of Manor Lodge from when Ray and Gina first took over. As a mark of its high quality provision, the home is confident of receiving a 4-star accreditation during 2007 under the new Care Standards categories

"Now we hear girls say 'I'm proud to be a carer'," Eileen says.

