

## Staff Newsletter – Annual Update from Briefings

During April, Jeremy held a series of briefings to discuss Middleton Hall's plans for the next year. Below are some of the areas discussed for those of you who were not able to make one of the sessions. There will be one further briefing.

### Development Plan

Every year, we communicate with staff and customers following our annual business planning process. Our business planning system uses the results of the Customer Satisfaction Survey and Employee Attitude Survey as well as analysis of each service, to determine a Service Improvement Plan for each service. After several years of development and building, one client made a suggestion in the Customer Satisfaction Survey:

*“There has been an extensive building programme for the last two years. The new facilities are excellent, but it inevitably places a strain on residents, staff and finances. It would be nice to see a period of consolidation to allow renewed focus on the small things that make a difference to residents' lives and which are key to maintaining the outstanding outcomes rightfully recognised by CQC”*

We could have written it ourselves. So, thank you to whoever wrote that suggestion – you will be pleased to know that is indeed the plan!

2017/18 was certainly a very busy year for Middleton Hall with new facilities and services being opened throughout the year:

- New Kitchen
- Middleton Oaks
- Supported Living with Care
- Hotel Living with Care
- Medical Centre
- Waterside Phase 5

So heeding the wise words above, our development plan for 2018/19 is only to finish the Art Studio, Library and Shop in the Old Stables (all due for completion by the end of May) and make the long awaited changes to the Admin Centre – new staff room (in the old training room) with a new changing room, separate male and female WCs and a meeting room. The maintenance team have helpfully challenged the original plan to provide an easier and better solution – well done to Steve and Alan in particular for thinking it through and coming up with a great alternative.

We have put the canopy (that was planned to link the Orangery, Spa, Stables and Vision Room) on hold while we consider if it might be better to build a new “hub” building to link them all instead.

We are continuing to work with the NHS in order to plan for the permanent Medical Centre but do not expect the building work to start in 2018/19.

### Service Improvement Plans – Significant Changes

We have started the planning process for the introduction of a Home Care service for the Waterside and Middleton Woods. We hope that this will also link with the care delivered in Middleton Grove and our bank staff.

Currently, the first ceiling hoists are being fitted in Middleton Court to see if they offer an easier moving experience for residents and staff.

The other area to be explored in 2018/19 will be whether we can offer a purchase option for apartments in Middleton Grove.

### IIP

At the briefings, we also discussed the Investors in People Platinum Award which we are delighted to be awarded. It highlights that, as one of the 0.5% of companies awarded Platinum, we are well ahead of the care sector as an employer in all areas and perform strongly on all indicators. It does identify the two areas where we can still improve our people management – “Performance Management” and “Reward and Recognition”.

### Employee Attitude Survey (EAS)

Our annual EAS showed a decline in overall Employee Satisfaction for the first time for 5 years:

Overall	2017	2016	2015	2014	2013	2012
Very Satisfied	44%	61%	68%	55%	58%	36%
Fairly Satisfied	50%	39%	27%	41%	34%	60%
Not v Satisfied	5%	0	5%	4%	6%	4%
V Dissatisfied	1%	0	0%	0%	2%	0
Total responses	115	72	66	65	71	52

Looking at the different services, there was a decline in satisfaction in both Middleton Gardens and Middleton Court. Analysing some other parts of the survey and the verbatim comments told us that this was partly due to the staffing shortage in both areas following the split with Hotel Living and Supported Living and the transfer of 4 additional residents to Middleton Court. Despite careful planning, the staffing in Middleton Gardens did not go as expected and with two people off sick this put a lot of pressure on the rest of the staff. Meanwhile, we had not planned the impact of the additional rooms on Middleton Court well enough and this also resulted in Middleton Court being very stretched in January when the survey was completed.

Thank you to all the staff for coping and be assured that we will learn the lessons from this.

There was also a small decrease in satisfaction from admin services and an increase in housekeeping.

### New People Strategy

Reflecting on the EAS results, the areas in IIP that we need to focus on as well as the awareness of the amount of growth and change in the last few years, the three directors are taking responsibility for putting together a new People Plan to reflect the larger and more complicated organisation that Middleton Hall now is. We will communicate the details of that plan later in the year.

## Customer Satisfaction Survey

In November 2017, our customers (residents, short stay guests, families and Spa members) were all asked to fill in our CSS. The first question asked, “How satisfied are you overall with the level of service that you receive from Middleton Hall?”. There was a small increase in overall customer satisfaction in 2017:

Overall	2017	2015	2014	2013	2012	2011	2010
Excellent	60%	56%	52%	50%	46%	42%	28%
Good	40%	44%	48%	43%	51%	53%	67%
Average	0	0	0	5%	4%	5%	5%
Poor	0	0	0	2%	0	0	0
Very Poor	0	0	0	0	0	0	0

Because we used slightly different answers in 2016 to fit IIP, the comparison with last year:

Overall Satisfaction	2017	2016
Very sat	73%	71%
Fairly sat	27%	29%

So far as the individual services, the level of “very satisfied” was as follows:

Overall	M. Court	M. Grove	M. Gardens	M Oaks	M Woods	Waterside
2016 V Sat	91%	79%	55%		64%	60%
2017 V Sat	85%	90%	54%	53%	69%	71%

The questionnaire was completed before the changes to Middleton Gardens and when Middleton Oaks was still settling into its new home – we expect both to improve in 2018.

There are 4 overall areas from the feedback that we will focus on in 2018/19:

- Food in some areas
- Trips and Outings
- Communication
- Accounts

Other service specific areas should have been included in each service's Service Improvement Plan. If you have not already seen the CSS results for your service, please ask your manager. Also ask to see the Service Improvement Plan and KPIs (Key Performance Indicators) if they have not been discussed at team meetings or your 1-1. It is information for all of us!

Some of the many comments made by our clients:

*"Beautiful place, beautiful gardens, lovely staff"* (Middleton Gardens)

*"Middleton Court is outstanding, and I have nothing but admiration for every single staff member. I believe my (relative) is only alive because of the skilled, professional care she's received"*

*"Coming here was one of the most successful decisions of my life. I am so appreciative of all you do".* (Independent Living)

*"The quality of food at lunch, Sunday Carvery, themed evenings is superb"* (Independent Living)

*"Very pleased with my apartment and also the grounds and facilities I am particularly grateful for the ready assistance provided by the smiling reception staff"* (Middleton Woods)

*"We are very impressed with Family Living and Middleton Oaks. My (relative's) quality of life and overall state of mind have improved since moving there. You should be very proud of Middleton Oaks"*

Two comments in particular summarise the expectations of our customers:

*"Unbelievable care, lovely food, good range of activities, but a little pricey – however, you get what you pay for"* (Middleton Grove)

*"Overall, Middleton Hall has improved my mother's quality of life hugely. It is not inexpensive, therefore much is expected but other than the above comments, I would not hesitate to recommend MH"* (Middleton Court)

### Customer Experience Interviews

Esther has been conducting in depth interviews with residents and families in care services to look at the experience of moving into MH and the quality of life for residents. We shared some initial findings at the briefings.

### Thoughts from Down Under

Jeremy shared his observations from visiting retirement villages in New Zealand and Australia. Along with his experience of Japanese toilets! The feedback from the retirement villages down under has provided some ideas for Service Improvement Plans – this includes the re-think of the canopy area.

There will be one further Staff Briefing for those who were not able to make one of the briefings already held. \*\* DATE TBC \*\*