

'In our own Words'

What makes the Manager of an
'Outstanding' residential care home?

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Executive Summary



Achieving an ‘Outstanding’ Care Quality Commission rating is seen as the ultimate accolade for the providers of registered care services. The CQC rating achieved by a registered care home is given after a rigorous, objective and multi-faceted inspection process. Providers whose homes achieve an ‘Outstanding’ rating are quick to issue press releases to share the good news, hold recognition events in the home, thank staff and rightly share the success achieved.

Achieving an ‘Outstanding’ rating can only be a team effort; where every member of the team plays their part, but as the CQC’s 2015/16 ‘State of Care’ report stated ‘Good managers have an important role in shaping a positive culture in a service – including creating a supportive environment for staff, listening to their concerns, and communicating well with them, other professionals, and people who use services and their families and carers’.

In recent years there has been an increasing focus on CQC rated ‘Outstanding’ care homes including clustering them by location, by the number of beds, by whether they are run by private companies or not-for-profit organisations or whether they are a single homes or part of a wider group.

There has been much analysis of what it takes to become an ‘Outstanding’ care home, including of course recruiting the right staff, valuing them, being innovative in your service delivery and maintaining rigorous standards. There has been less of a focus on the Managers of these care homes. Who are they? What do they do that is different to other managers? What is it about these managers as leaders that despite the challenges they face, their care home has achieved the highly coveted ‘Outstanding’ CQC rating? We wanted to know! We believe others will want to know and learn from this group of managers, so we thought the best way to find out was to ask those Managers!

We hope this report makes a positive contribution to the sector’s understanding of what it takes to become an ‘Outstanding’ care home. Some of the conclusions will reinforce what the sector already knows, but we believe that some will be a surprise. We hope all will be interest.

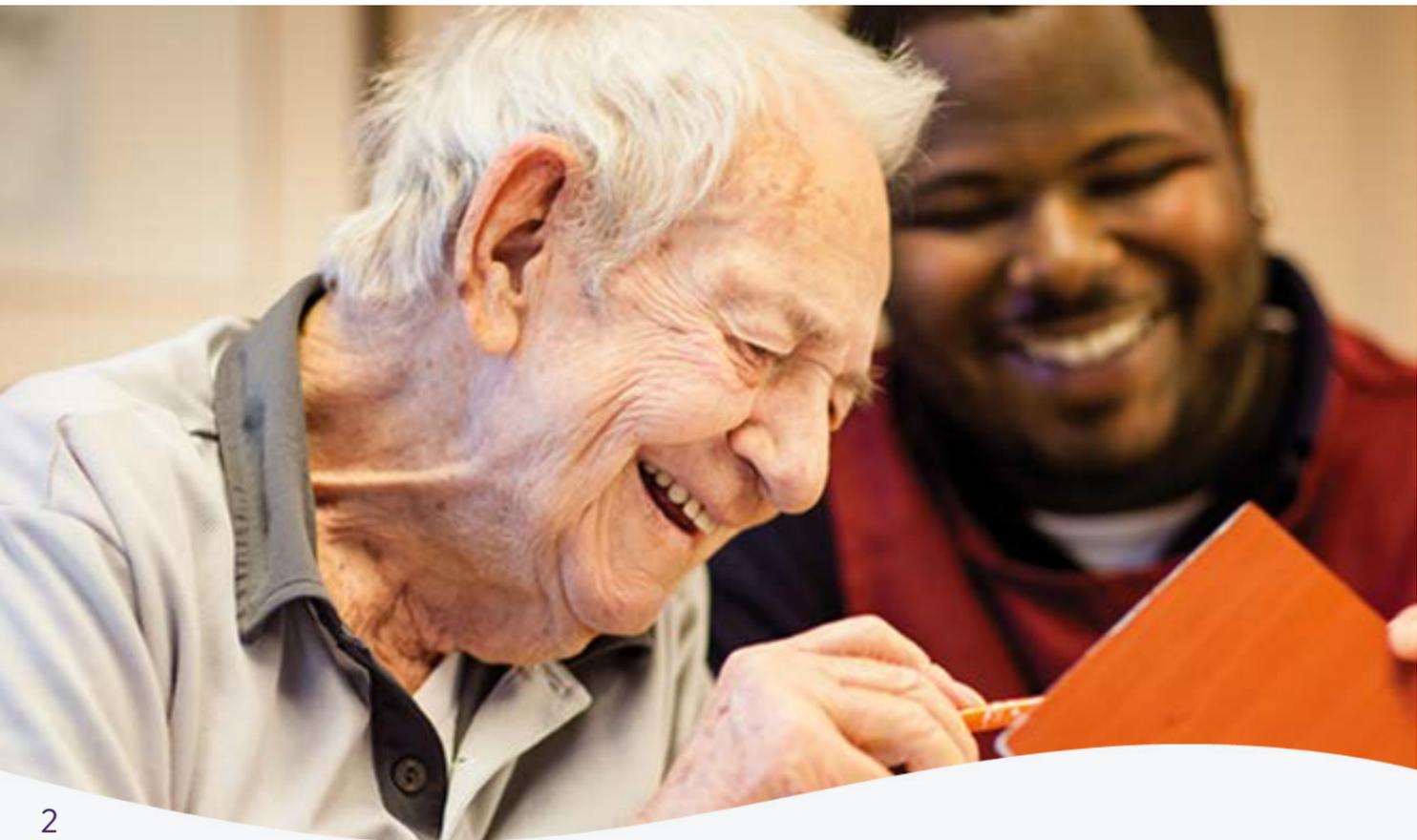
We wanted to capture quotes from the Managers who took part in the survey and these have been included to add to the readers understanding and appreciation of the survey results.

We invite providers to consider our Conclusions and Lessons, and ask themselves ‘What can we take away from these? What do we need to change and do differently to give all of our Managers the best chance to become Outstanding’?

We invite Managers of all services to consider our Conclusions and Lessons, and ask themselves ‘What can I take away from these? What must I do differently to give myself the best chance to become Outstanding, and my home the best chance to achieve

that coveted Outstanding CQC rating’? We hope that this research helps provider organisations to understand what it takes to be the Manager of an ‘Outstanding’ residential care home and will help them in their recruitment, training and development of their current and future Registered Managers.

Our thanks go to the Managers who took part in the survey.



About the Research



This important piece of research has been developed and led by Article Consulting Ltd, working in partnership with The Judgement Index and with the support of John Kennedy, Independent Consultant.



Article Consulting was established by Cedi Frederick in 2016 to work with the health and social care ‘Leaders of Today and Tomorrow’ by supporting their thinking, planning and resilience. Cedi has over 30 years’ experience as a Chief Executive of a number of housing and social care organisations and is using his experience to help others to lead organisations, business units and teams. Article Consulting delivers a range of services including:

- One-to-one coaching and mentoring support to Chief Executives and senior managers
- Supporting Boards and Executive Teams in their strategic thinking, strategy and business development and through mergers and acquisitions
- Registered and middle Manager leadership and management training

Article Consulting also seeks to influence the health and social care sector through undertaking and publishing research, publishing ‘Thought Leadership’ pieces and developing management competency frameworks.

For more about Cedi Frederick and Article Consulting, see www.articleconsulting.co.uk



The Judgement Index delivers an in-depth measurement of someone’s values based behaviour and capacity for good judgement and was established in the 1970’s following decades of research by Nobel Prize nominee Dr Robert S Hartman. The tool is used by leading healthcare organisations including the world renowned Mayo Clinic in the USA and increasing numbers of UK care providers to identify risk and/or potential when recruiting new staff and to help identify high performance potential in the development of current staff.

Find out more about The Judgement Index on www.judgementindex.com



JOHN KENNEDY

John is nationally recognised as an expert in the social care sector. John spent nearly 15 years as the Director of Care Services with Joseph Rowntree Foundation, during which time he led an inquiry to discover how to address the crisis in the UK's care homes. In September 2016, The Guardian newspaper published an article authored by John that looked critically at 'What makes a care home outstanding'?

John Kennedy now works as a consultant and advisor to social care organisations and Governments.

For more about John Kennedy please see <https://uk.linkedin.com/in/john-kennedy-661bb244>

Introduction

Around 1% of residential care homes for older people in England have secured the Care Quality Commission's 'Outstanding' rating; the universally accepted and benchmarked indicator of quality in the delivery of care.

The Managers of 'Outstanding' care homes are members of a very small group. All would no doubt say that achieving this highest accolade is a team effort, but put simply 'Outstanding' care homes do not become outstanding without an outstanding Manager! Article Consulting Ltd, working with our partners at The Judgement Index and with the support of John Kennedy, has sought to try and understand more about the Registered Managers whose homes have achieved an Outstanding

CQC rating. In order to find out, we invited all managers of homes rated as Outstanding before March 2017 to complete a two part online survey. Part 1 of the survey sought to gather some background information about the Managers themselves and to invite them, 'In their Own Words', to share with us their personal perspective on who they are, their background, their role, what works in their job and what makes it more challenging. Part 2 of the survey, led by The Judgement Index, provided a unique and unprecedented insight into the individuals who make up this special group of people.

Who are these Outstanding Managers?

Demographics and qualifications

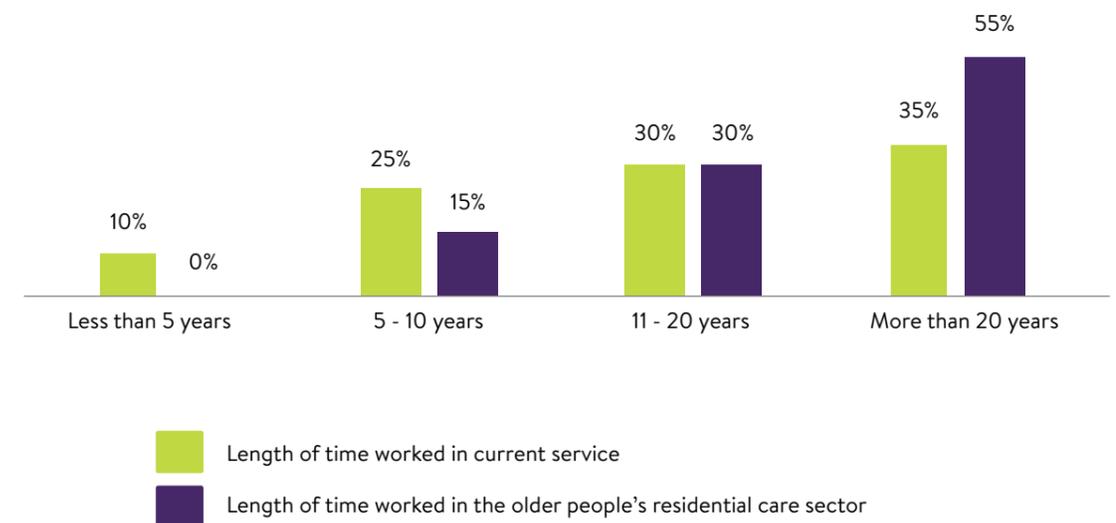
The overwhelming majority of Managers of Outstanding homes were female (81%), and were most frequently aged between 55 and 64, followed by between the ages of 45 and 54 (25%). The majority of respondents had O levels, CSE or GCSEs (63%), NVQ Level 4-5, HNC/HND (63%) and nursing qualifications (56%).

Outstanding Managers had most frequently worked in the service that they currently managed for longer periods of time, as shown in Figure 1. Indeed, Outstanding Managers were more likely to have worked in the older people's residential care sector for longer, with the majority (55%) have worked in this sector for more than 20 years.

Experience and employment

Outstanding Managers had most commonly been in their current post for 1-5 years (35%), followed by 6-10 years (15%) 11-20 years (25%) and more than 20 years (25%). No respondents had been in their current post for less than a year.

Figure 1
Length of time Outstanding Managers have worked in service they currently manage



85% Outstanding Managers reported that the home they manage has held an Outstanding rating for between 6 months and 2 years.

Respondents most frequently managed a home in the South East (38%), followed by the South West (19%). The majority of Outstanding managers managed homes with 20-40 beds (69%), followed by 41-70 beds (19%).

The majority of respondents manage a single independent home (65%), followed by a home that is part of a wider care home group of less than 10 homes (20%). Of the managers who manage a home that is part of a wider care home group, only one was aware of any other residential homes within their group that have achieved an outstanding CQC rating.

Outstanding Managers most frequently reported that they receive an annual salary (before tax and national insurance deductions) of £50,001 - £60,000 (31%), followed by £30,001 - £40,000 (25%). Whilst close to a third of respondents (31%) reported that their employment package does not include any benefits, almost 40% stated that they receive a performance bonus, and a quarter reported that their employment package includes a company car and private healthcare. Only a minority of managers (19%) reported that they were offered a bonus based on achieving an Outstanding CQC rating.

reported that they had received 6-10 days (44%), followed by more than 10 days (28%), and 1-5 days (22%). Only a minority of managers (33%) were involved in an ongoing training course or study towards a qualification. Of those that were, ongoing training courses and qualifications included: Master of Business Administration (MBA) in Health Care Management and Gold Standards Framework's (GSF) End of Life (EOL) course. Indeed, the GSF EOL was highlighted by multiple managers as a source of training, development or guidance that they have felt has been particularly important in helping their home to achieve an Outstanding rating. Additional sources reported as important in helping homes achieve this rating included, the CQC website, up-to-date internal training and development, Level 5 diploma; 'Six Steps' end of life programme by a Hospice, 'Virtual

Dementia Tour' thorough Training 2 Care UK, Leadership and Management award and the MSc in Advancing Healthcare Practice. As shown in Figure 2, managers were consistently positive when considering statements regarding autonomy in managing their home, funds available, recognition and reward of staff performance, regular reviews and audits, and shared learning with staff and choice over policies and procedures. Policies and procedures that the home works to being those that managers would set themselves given the choice was rated the highest of these statements.

Developing and Supporting Outstanding Managers

Regarding source of support, development or guidance accessed by Outstanding managers in the last 12 months, a majority had accessed: networking (78%), external training (72%), internal training provided by their group (72%) and online information (61%). Conversely, a minority of managers had accessed online information (61%), online training, advice and guidance (44%), a mentor within the sector (28%), and a mentor outside of the sector (11%). Additional sources of support, development or guidance that these managers have accessed in the

last 12 months included: 'Future Learn' short modules; Skills for Care's Well Led Programme, local companies providing mandatory training and networking with other homes in the area. When Managers of Outstanding homes were asked which of these sources of support, development or guidance they found most useful, networking was most frequently highlighted (39%), followed by internal training provided by their group (22%). Looking at the total number of formal training days received in the last 12 months, respondents most frequently

Figure 2

Extent statements reflected the feelings of Outstanding managers

| Statement | Weighted average (out of 10) |
|--|------------------------------|
| I have the autonomy required to run the home I manage as I wish | 8.53 |
| I have the funds available to run the home I manage as I wish | 8.53 |
| In the home I manage we recognise and reward great staff performance | 8.53 |
| In the home I manage we have regular reviews and audits and share learnings with staff | 8.59 |
| The policies and procedures that the home works to are those I would set myself given the choice | 8.71 |

Indeed, Outstanding managers reported positively that those who write and design the policies and procedures in their homes work to develop an understanding of the situation “on the ground”, with an average of 9.2 out of 10, where 10 represents an excellent

understanding. Further, the majority of respondents (71%) stated that there was nothing they could think of that could be improved about the style or presentation of the policies and procedures their home works to.

Developing and Supporting staff members in Outstanding care homes

Regarding source of support, development or guidance accessed by staff in the last 12 months, a majority of Outstanding managers reported that the following had been accessed: internal training provided by their group (89%), external training (78%), mentoring (72%) and online training, advice or guidance (61%). Half of respondents reported that their staff access online information, and a minority reported that the following are accessed: networking (44%) and other sources of development or support (28%). Additional sources of support, development and guidance reportedly accessed by manager’s staff in the previous 12 months included, bespoke training from a local care association, management courses, specialist training through external organisations when required, General National Vocational Qualifications (GNVQs); and manual handling first aid.

When asked whether there were any sources of training, development or guidance that their staff have access to that they feel has been particularly important in helping their home to achieve an Outstanding rating, managers most frequently highlighted in-house training and development, and training specific to resident’s needs. Training regarding dementia was mentioned by multiple respondents as particularly important in contributing to the Outstanding rating, and one manager highlighted Team Leader and senior care staff development via a local Care Association.

What Outstanding Managers think it takes to be Outstanding?

When asked about the top three things that respondents have done as a manager to contribute to the Outstanding CQC rating that their home has achieved:

The overwhelming majority of managers (90%) highlighted activity relating to staff, such as recruiting the right staff, providing adequate training and empowerment, and valuing staff members;

A Manager said:

‘Staff that are genuinely caring, knowledgeable and kind. Who work together to deliver high standards of care. We develop relationships with our residents, listen to them and ensure they have personalised care’

Another said:

‘...Communication - created a very open, relaxed environment which feels like home where the relatives, residents, staff can all talk openly to one another share problems and solve problems together.’

Close to half of respondents (45%) attributed their Outstanding rating in part, to their effective and consistent leadership, creating a positive culture;

One Manager said

‘Created a ‘Mum test’ ethos in the home’

Others said:

‘Created a strong person centred culture’

‘Managed staff out that shouldn’t be working in care and recruited new staff and trained/ empowered them to put residents first, respond to their needs without having to ask permission to do things etc.’

‘Assisted the team to think outside of the box’

‘Consistent leadership. Being available evenings and weekends too’

Almost half of managers (45%) reported the resident-centred and caring culture within their home as a top thing that has contributed to their

home's achievement of the Outstanding CQC rating;

A Manager said:

Worked closely with family members to discover what the important things are with regard to their relatives care and plan of care'

Others said:

*'Helped to give the staff a clear philosophy of care at this home'
'Created a 'Home from Home' environment'*

'Activities! Allowed the staff the freedom they needed to respond to the needs of the residents, we do all the things and go to all the places that people not residing in care would do/ go to.'

Communication with residents, relatives and staff was also highlighted as a contributor by the minority of managers (20%).

Regarding the top three qualities that the manager of an Outstanding rated care home needs to have, the qualities most frequently highlighted by respondents included: 'passionate' (71%), 'caring' (53%), 'dedicated' (41%) and 'a "can do" attitude' (41%).

In addition to strong management and leadership, having the support of staff and support of the owners of the homes was highlighted by multiple respondents when considering additional elements about the role of the Manager in the achievement of an Outstanding CQC rating.

What gets in the way of Managers being Outstanding?

Regarding challenges faced in trying to achieve an Outstanding rating:

65% of respondents highlighted challenges regarding staff, such as those relating to: recruitment and retention, skills and knowledge and motivation of staff;

One Manager said:

'Coaching and developing our senior team, whose role has changed dramatically over the past 5 years'

Others said:

'Getting senior staff to realise how important the outcome would be'

'Ensuring our skills and knowledge is kept up to date'

'Keeping staff on board'

Financial issues were mentioned by over a third of respondents (35%) as a top challenge faced in trying to achieve an Outstanding rating, with local authority funding frequently mentioned;

Managers said:

'Finance from local authorities – a constant fight'

'Financial constraints'

'Cut backs'

'Reduced fees from Councils'

Additional challenges highlighted included those relating to: documentation and administration (25%), other's unrealistic expectations (20%) and insufficient time (15%).

Managers said:

'Dealing with the mountain of red tape and paperwork'

'Minimising the paperwork to the bare minimum was a risk – but it has paid off'

'Ensuring that the correct paperwork was completed'

'Incessant paperwork'

'Ensuring that each member of staff used our recording system well so that we evidenced our care delivery in a variety of ways'



Regarding what respondents' have done as managers to overcome these challenges:

Half of managers reported that the development and involvement of staff has helped them to overcome these challenges;

Over a third of respondents (35%) highlighted these challenges were overcome through sheer hard work;

One Manager said:

'Remained stoic, professional and worked 100 hours a week to do whatever it takes to prove we know what we are doing and do it well'

Others Managers said:

'You have to be committed to achieving the best no matter how many times things go wrong and accept that you will never achieve perfection - if you work hard it will pay off - we have demonstrated that here and with no 'special' expertise.'

'Worked 24/7'

'I have a shared vision to provide high quality and compassionate care amongst the whole team'

'Spoken at length with my Directors

so that they understood the commitment required. And increased our meetings with all staff to keep them "on board" with our aspirations'

'Hard work'

'Worked hard, kept up to date with legislation and nurtured the staff'

'Worked very hard'

A quarter (25%) attributed this to strong leadership, commitment and vision of themselves and the team; and...

The involvement and understanding of residents (20%) and staying up-to-date with best practice, evidence and legislation (15%) were also highlighted as ways in which the managers had overcome these challenges.

Managers said:

'Always listen to my residents and staff to ensure that the care which we provide is of the highest quality.'
'Read and learnt as much as possible about work other care homes, surrounding myself with the best team.'

'Knowing residents and staff and being hands on. Allowing staff to be creative and innovative. Learning by mistakes'

Understanding what makes an Outstanding Manager

As part of the 'In Our Own Words' survey, Managers were asked to complete the Judgement Index online assessment. The Judgement Index is not an IQ test or a personality profiling assessment but measures capacity in values-based behaviours both in the working world (work-side) and in the personal world (self-side) across over 60 areas. Established in the 1970's following decades of research by Nobel Prize nominee Dr Robert S Hartman, The Judgement Index delivers an in-depth measurement of someone's values based behaviour and capacity for good judgement in only 15 minutes. It was the ideal tool for the study because of its abstract nature; the participants would be unaware of what was being measured or how.

Used by leading healthcare organisations and care providers in the UK and USA, including the world renowned Mayo Clinic, the Judgement Index will identify best performers when recruiting new employees and is also used in the development of current staff. Already knowing what 'Good' looks like, the question posed now is 'what does Outstanding look like'? Interestingly, 100% of the manager's profiles had a strong and balanced 'self-side' to their report – which means they

have a solid foundation within their personal side of life which supports their work capacity.

Three of the main areas measured by the Judgement Index centre on a person's capacity with 'people', 'task' and 'strategic thinking'. Whilst in front line care staff we typically see stronger people and task scores with weaker strategic and lateral thinking ability, the managers of Outstanding care homes had an even balance across all three. It's possible that these managers have developed their strategic thinking whilst in post but this may require further research to confirm. However, in essence this balance means that when entering a scenario they are more likely to place equal consideration to people, task and the strategic consequences of the scenario i.e. benefits and consequences. Clearly being able to see the bigger picture in their working world is a quality that outstanding managers all possess. When measuring the balance of value someone has towards the three key working dimensions of 'people', 'task' and 'strategy' then combining these with three personal dimensions of 'self-esteem', 'role in life' and 'self-image', the managers surveyed had even balance in all six key areas, which is very

rare when comparing against other types of managers. People with these qualities tend to be seen as self-assured and consistent in their approach and often display natural leadership (even if they are not leaders!)

One of the key areas the Judgement Index measures is problem solving ability and someone's ability to understand, process and come up with a decision at pace. With an average group in any industry we would expect to see only 15% to score what we would call 'extremely capable'. These 15% would be able to problem solve and come up with quality decisions at a rapid pace, often leaving others behind in their exceptional capacity. It is striking that 75% of the managers of Outstanding care homes scored in this 'extreme' bracket – far more than we would expect to see.

Clearly these managers' ability to make quality decisions at pace has been a factor in their becoming 'Outstanding'. The Judgement Index's previous research identified that in the care sector, people score much better in "intuition" than the average population. Intuition can be in regards to noticing and sensing subtleties in other people but also in the environment, and many would agree it is an important attribute for a care worker, especially when looking at compliance and risk. All of the Outstanding

managers profiled fell into the 'strong' bracket for 'intuition', solidifying our belief that Outstanding managers need to have outstanding capacity for intuition, noticing and sensing.

Across the board, the managers of Outstanding care homes had strong stress-coping mechanisms, in both the working world and their personal world. The assessment identified most of the managers surveyed had a slight susceptibility to burnout, probably due to their high motivation levels and strong work ethic. Whilst none were in the 'danger zone', it's worth noting that it is common to see high performers like these Managers experiencing burnout at some stage, so raising awareness of this to the managers would be useful.

One of the areas measured by the Judgement Index assessment is around being able to follow directions accurately. The entire group of managers scored extremely well in this area – so their precision and attention to detail is clearly very high. They may well indeed expect this same precision and accuracy from their staff and this may be a key factor in their success. 85% of the Outstanding Managers had the strongest possible score in this area.

An area that the assessment will typically highlight as a development areas for high

performers can be self-criticism. Many high performers fall into a combination of being highly motivated and therefore take on a lot, and then beat themselves up for not achieving everything on their radar. This could have been the case with the outstanding managers but they all fell within a healthy bracket for self-criticism. This was great to see as quite often high levels of self-criticism can spill out into criticism of others.

When compared to other care managers who have taken the assessment, Outstanding Managers all fall into the top 10% if rated in strength across all areas measured by the Judgement

Index. This is an exceptional outcome! We believe that this shows that whilst it may take more than just the manager for the home to achieve the 'Outstanding' CQC rating, it's clear that all Outstanding homes have an outstanding manager. The important thing to note is that all of the indicators measured by the Judgement Index can be developed and improved. The Judgement Index can help all managers identify where their development areas are and they can be developed to become outstanding with support and development.



Conclusions and Lessons

- Outstanding Managers most frequently worked for their current service, and in the older people's residential care sector overall, for longer periods of time.
- The overwhelming majority of respondents manage a single independent home, as opposed to a home that is part of a wider care home group. Further, of those managers who manage a home that is part of a wider care home group only one was aware of any other residential homes in this group that have achieved an outstanding rating.
- Only a minority of managers reported that they were offered a bonus on achieving an Outstanding CQC rating, highlighting that it is unlikely that financial bonuses are a motivating factor.
- Managers of Outstanding care homes had an even balance of capacity with 'people', 'task' and 'strategic thinking', highlighting that being able to see the bigger picture in their working world is a quality that outstanding managers possess.
- Three-quarters of managers of Outstanding care homes score as 'extremely capable' in problem solving ability and capacity to understand, process and come up with a decision at a pace, suggesting that these managers' ability to make quality decisions at pace has been a factor in their becoming Outstanding.
- Most of the managers assessed had a slight susceptibility to burnout, attributed to their high motivation levels and strong work ethic. This is supported by multiple respondents highlighting in the survey that challenges faced in trying to achieve an Outstanding rating were managed through working extremely hard. Therefore, raising awareness of this burnout to managers and supporting them to manage their stress levels is crucial.
- All Outstanding care managers fall into the top 10% of all care managers when rated in strength across all areas measured by the Judgement Index, suggesting that all Outstanding homes have an outstanding manager.
- Networking was highlighted as a key, and frequently utilised, source of support, development or guidance accessed by Outstanding managers. Respondents also had access to a number of other sources of support, including external and internal training, and online information.
- Managers were consistently positive regarding their autonomy in managing their home, funds available, recognition and reward of staff performance, regular reviews and audits, shared learning with staff and choice over policies and procedures.
- Staff in Outstanding care homes reportedly had access to a variety of support, development and guidance. However, in-house training and development and training specific to resident's needs was most frequently highlighted as being particularly important in helping their home to achieve an Outstanding rating, with training regarding dementia specifically mentioned.
- Recruitment, training and empowerment of staff was highlighted both as a contributor to, and a challenge faced in achieving, an Outstanding CQC rating. Therefore, this is clearly a key area in which care homes need to focus on, in order to achieve this high level of CQC rating.
- Outstanding managers most frequently highlighted 'passionate', 'caring', 'dedicated' and a 'can-do attitude' as the top qualities that managers of outstanding rated care home need to have.
- Whilst 35% of Managers listed funding 'issues' as the top challenge that gets in the way when trying to achieve an Outstanding CQC rating, the overwhelming majority placed it in their top three.

