

# one mha

Strategy 2022-2025



# Introduction by our Chair

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Just over two years on from the start of the Covid-19 Pandemic we're launching a refreshed version of our One MHA strategy, setting our course to 2025. Its focus is to ensure that we recover from the toll of the pandemic upon our people and our charity as a whole; and to ready MHA for the future in terms of the range of services we deliver and our organisational capability to do so effectively. In short, to position MHA to respond positively into the future.

Our refreshed strategy continues to build on what we have achieved and learnt in establishing, running and ensuring the quality of our homes and schemes across the country. It draws on our culture of innovation and influencing, sustained and encouraged since our first beginnings. It recognises what we can achieve when we work collaboratively as "One MHA", with the passion, relevance and inclusivity of a modern, forward-looking charity. Crucially, as MHA has throughout its history, our revitalised strategy responds to what our residents and those we support tell us of their experience, needs and aspirations, whilst also reflecting our wider societal context.

At its core it's about enabling people to "Live Later Life Well" – whether through social activity or befriending in one of our 40 Community schemes; or the support and care offered in one of our 68 retirement living settings or 89 care homes. It's about developing friendly and caring communities: places that are broader than a single service, with strong links into their local area; and places where people are able to maintain and maximise their independence and still feel safe. It's about nurturing and sustaining body, mind and spirit, being able to make a contribution and valuing and linking the past and present. It's about integrating, celebrating and reconciling the experiences of a lifetime.

Today we support over 18,000 people each year through our unique blend of care homes and community and retirement living schemes embedded in local communities. As the largest charity in the sector, we invest all our donated income and any surplus we generate into developing and enhancing the services we offer.

By 2025, through this renewed strategy, we will have stabilised MHA following the effects of the pandemic and further increased the quality, impact and reach of our work, shaping it in line with the considerable changes and challenges confronting all of us who provide care and support to people in later life.

## Our Mission

As a charity, our mission is to enable people to live later life well.

## Our Values

Inspired by our Methodist roots, we:

- **Respect** every person, treating them with dignity
- **Nurture** mind, body and spirit
- **Inspire** the best in each other

## Our Vision

By 2025, we will have connected our communities, realising our potential as One MHA, to increase the reach, impact and quality of care and support we provide to people in later life.

**James Reilly**  
Chair



# A message from our CEO

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Having weathered the waves of the pandemic - and even if uncertain about its future impact - there comes a point when an organisation needs to take hold once more of its ambition. Not just respond to the adverse context in which it finds itself.

Clearly, any such plans need to factor in recovering from the impact of the pandemic and take account of the risks of its uncertain future course. But without at least a medium-term strategy, the risk is that MHA will be shaped by its context rather than being active in determining its future.

We also now find ourselves in a much changed societal and political landscape, with adult social care and its potential reform more keenly in the public gaze and prioritised through the Government's white papers "People at the Heart of Care" and "Integrated Care Systems".

So, as we entered Autumn 2021, we began the process of reviewing and refreshing our five year One MHA Strategy – launched in 2019 and one year in when Covid-19 struck. During its first year we'd made considerable progress and, despite the need to then refocus our efforts to respond to the pandemic, we'd been able to carry forward and even initiate a number of key activities in line with the strategy.

But the pandemic has irrefutably changed the context, so our starting point was to take stock of whether the direction of travel we set out on in 2019 still held true; and consider what changes we might need to make.

Our assessment is that the pandemic has not so much changed the direction of travel upon which we'd embarked, but hastened the pace with which we need to further develop how we enable people to live later life well and the infrastructure that can best support that. Our ambition and areas of focus hold true, but it's some of the core objectives and activities under these that need to be re-prioritised or re-aligned to best enable us to face into our new challenges.

The key changes are therefore as follows:

- Our original first pillar, focussing on all three service areas, has now been separated into two – *MHA Reshaping Care and Later Living* and *MHA Connections* – now under two directorates. This is to ensure sufficient capacity to address the changing landscape regarding residential care and retirement living; whilst maintaining our focus on developing our digital offering and collaborative communities, linking our own and others' services.
- The strategy also reflects a reprioritising of objectives and activities: integrating our Covid Recovery Plan, particularly addressing the social care staffing crisis and influencing the reform agenda and a fair price for care; and our internal priorities around digital transformation and environmental sustainability.

What is unchanged in this refreshed three year strategy is our drive to enhance the quality of our work in partnership with our residents, their families, our members, colleagues and volunteers; our commitment to innovation and the additional services we are able to provide through our fundraising activity; and the strength of working collaboratively as One MHA.

These next three years will be a crucial time for Adult Social Care and this strategy aims to ensure MHA is best positioned for that future.

**Sam Monaghan**  
CEO



# What is one mha?

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Being **One MHA** was the heart and ambition of our original 2019-24 Strategy and remains central to our refreshed three year strategic plan.

- **One MHA**, leading the way in creating modern, future proofed models of care, support and retirement living services.
- **One MHA**, embodying a collaborative and inclusive culture, informed by our values and inspired by our Methodist roots.
- **One MHA**, where services are growing in a purposeful and coherent way, and influencing wider society for the benefit of all.
- **One MHA** which is fit for the future: efficient, assured, financially resilient and continuously improving.
- **One MHA**, led by empowered and supported people who are developing to their full potential, engaged in innovating and fully contributing to our charity's future.

Fundamentally it encapsulates person-centred care and support, where every part of MHA works as one to ensure the quality of our services; that they are life-enhancing; demonstrate social value and impact; and build a sense of community and inclusion.

Through collaboration across MHA, our goal is that we're able to extend the quality, impact and reach of our services to enable more people to live later life well. And during the first year of the original strategy we'd really started to see the benefits of this across MHA, proving a bedrock for the way the whole organisation then pulled together during the pandemic.

But being One MHA is something that needs to be continually nurtured. It's critical to creating connected communities and further improving the links across our homes and schemes and our support services. It's also vital to the success of each of the areas of focus, or pillars, within this strategy and the way we work across the organisation and with partners. It was a hallmark of those who founded MHA nearly 80 years ago, though clearly it presents different challenges and complexities now that we are an organisation of 7000 staff and 4000 volunteers. But such a unity of purpose, mind-set and action, at both a local and cross-organisational level, will enable us to achieve the fuller potential of this strategy, shaping and carrying forward the mission and legacy of MHA.



# Strategic Pillars

## Pillar 1

### MHA Reshaping Care & Later Living

Defining our vision for future models of Care and Later Living, establishing new services that align to sector reforms.

## Pillar 2

### MHA Connections

Strengthening collaboration between our beneficiaries, services, central support and partners.

## Pillar 3

### MHA Enhancing Later Life

Influencing policy and enriching the experience of later life through innovative practice.

## Pillar 4

### MHA Fit for the Future

Developing effective infrastructure, enabling efficient processes to support sustainable service delivery.

## Pillar 5

### MHA People

Valuing, supporting and developing our people's potential in an inclusive culture.

# Strategic Objectives

## Pillar 1

### MHA Reshaping Care & Later Living

1. Define and deliver our future approach to care home provision and contracting for placements.
2. Define and deliver a blueprint model for our Housing with Care Schemes.
3. Develop our domiciliary care offer beyond housing with care schemes and into local communities.

## Pillar 2

### MHA Connections

1. Deliver and roll out our collaborative communities operating model.
2. Develop and deliver a market leading digital content platform and online community for older people.
3. Increase the impact of our fundraising and volunteering opportunities.

## Pillar 3

### MHA Enhancing Later Life

1. Sustain and build our campaign to fix care for all.
2. Enrich later life through the delivery of our specialist strategies.
3. To nurture a culture of innovation.

## Pillar 4

### MHA Fit for the Future

1. Create a fit for purpose IT, data and digital capability.
2. Deliver a financially, operationally and environmentally sustainable organisation.
3. Reinvigorate our approach to Continuous Improvement.

## Pillar 5

### MHA People

1. Attract the right people with the right skills at the right time.
2. Foster an empowering and inclusive culture to support and deliver high quality services.
3. Inspire and support people to fulfil their potential.