



## Introduction

As we celebrate our 75<sup>th</sup> year, our refreshed strategy sets the course for the next five years and beyond. It builds 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 the 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. And crucially, as MHA has throughout its history, the strategy responds to what our residents and those we support tell us of their experience and needs today, reflecting the wider societal context.

At its core it’s about enabling people to “Live Later Life Well” – whether that’s through social activity or befriending in one of our 62 “Live at Home” community schemes; or the support and care offered in one of our 68 retirement living settings or 90 care homes.

It’s about developing friendly and caring communities, places that are broader than a single service, places with strong links into their local areas, 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. And 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 are able to offer. By 2024, our vision is to further increase the quality, impact and reach of that work.

### **Mission**

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

### **Our Values – inspired by our Methodist roots**

**Respect** every person, treating them with dignity

**Nurture** mind, body and spirit

**Inspire** the best in each other

### **Our Vision**

By 2024, 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.



Refreshing our strategy is also an opportunity to take stock of what our mission means in 2019 and the values that underpin all we do. The new wording below is an evolution, valuing our heritage whilst reflecting MHA today and providing the foundation for our future.

Our Vision captures what was reinforced to us as we reviewed our strategy with those we care for and support, their families, our colleagues and our partners from across the health and social care sector. It's the difference that community and life enhancing support make in enabling people to live later life well.

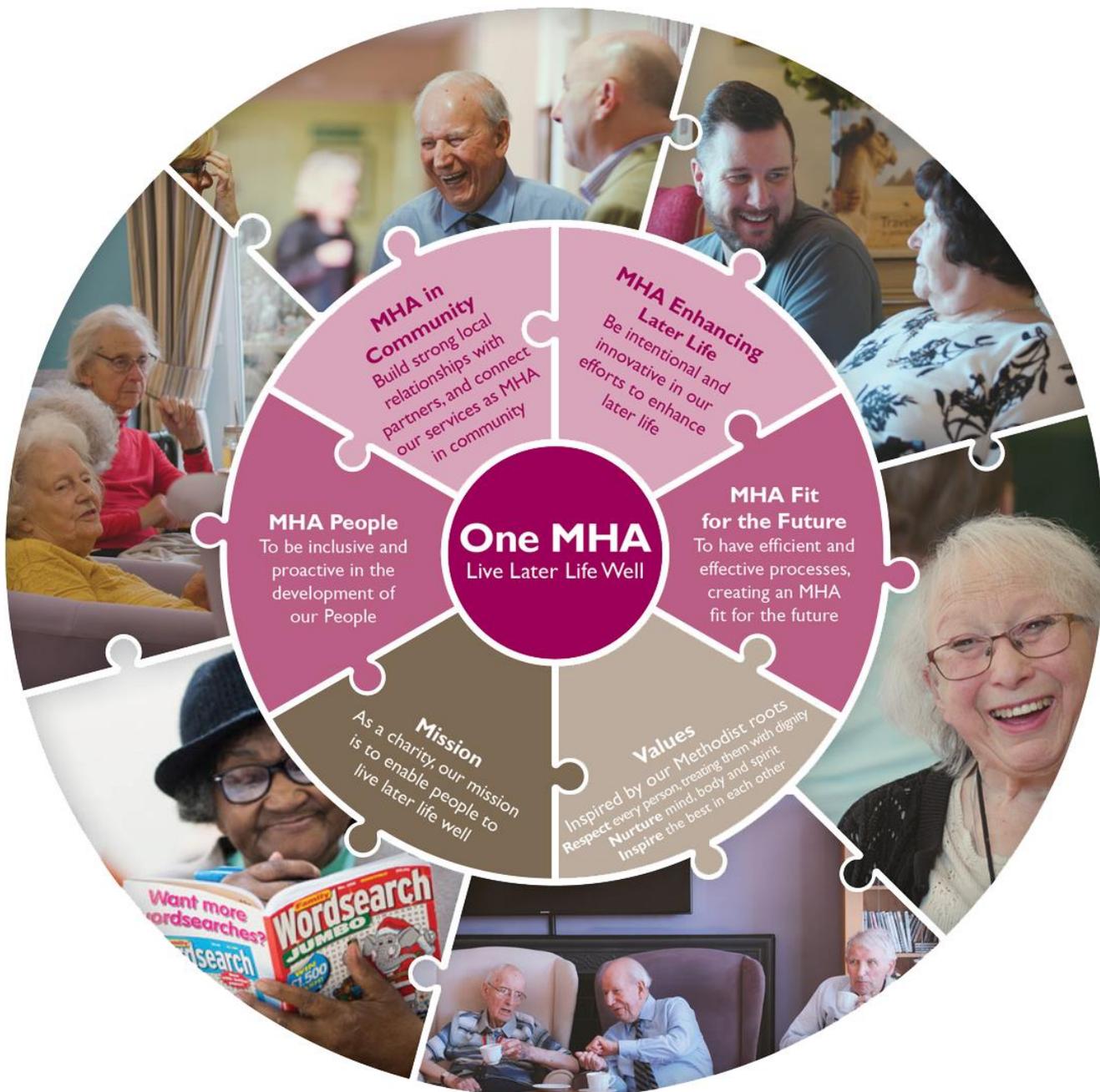
Our refreshed strategy therefore builds upon and strengthens our work in these areas:

- **MHA in Community:** connecting, developing and co-locating our services and working with partners to improve access to support, activities and local faith and inter-generational engagement; increasing quality, effectiveness and efficiency through greater collaboration; and widening our influence locally, including the potential for increased volunteering and fundraising
- **MHA Enhancing Later Life:** encouraging the development and sharing of new ways of working and new models of care and support; better evidencing the impact of our valued services such as chaplaincy and music therapy to improve their delivery and more broadly influence the sector for the benefit of all older people; and enhancing the quality and consistency of dementia and end of life care and other practice developments through accreditation

Supported by:

- **MHA People:** attracting, developing and retaining the right people to build and enhance our mix of experience and skills; and maximising their ongoing potential through professional, personal and career development within in a collaborative, supportive and inclusive culture
- **MHA Fit for the Future:** improving our infrastructure and processes to support increased quality, effectiveness, efficiency and financial and service planning.

**One MHA – How the pieces fit together**



Through this strategy our goal is that we are able to extend the quality, impact and reach of our services to enable more people to live later life well. But it will be contingent on our ability to work more collaboratively as **One MHA**, better linking our homes and schemes and their connection with our support services

Such a level of collaborative endeavour will be critical to the success of each of the above strands of the strategy and the way we work across the organisation and with partners. It was a hallmark of those who founded MHA 75 years ago, though clearly it presents different challenges and complexities now that we are an organisation of 7000 staff and 5000 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.

### **MHA in Community**

Over our 75 year history we have established homes and schemes across Great Britain on the basis of opportunities that have arisen through significant donations, or connections with key partners or stakeholders. From the outset members of local Methodist Churches have been pivotal in this respect, providing the resources and support to develop services in their communities. Over more recent years, we have also grown through the acquisition of homes and retirement living schemes, social housing funding and development partnerships.

This organic evolution, combined with the more separated management of our care homes, retirement living and community schemes, has meant that we have neither maximised the benefit of more collaborative working, nor consistently developed all three strands of our work in a place to mutually support those we care for and support and increase our effectiveness, efficiency and impact locally.

One of the focus areas of our refreshed strategy is therefore to develop the full complement of our work in areas where we already have some presence and to facilitate closer working between neighbouring services and partners. This will involve:

- Engaging residents, service users, colleagues and volunteers in the development of a more consistent approach to collaboration between homes and schemes, ensuring that they reflect the diversity of their local communities; maximising our volunteering offer across services; and enhancing fundraising potential
- Fostering local partnerships with the Methodist Church, other denominations, faith and community groups and promoting inter-generational engagement;
- Reviewing our current portfolio of services and the demography of need to prioritise the future development of homes and schemes to build the full complement of our work in an area; further defining the core offers of our services

- Reviewing our operating model to ensure the effective and efficient delivery of services, balancing specialism with collaboration between homes and schemes

### **MHA Enhancing later Life**

A hallmark of MHA has been the creative way in which we have sought to respond to the needs of those for whom we provide support and care. Our care homes, retirement living and community schemes were established on this basis and have continued to evolve as we have listened, learned and then taken action.

Examples in recent years have been our significant investment in pioneering work with chaplaincy and music therapy and the development of innovative practice in dementia and end of life care. We have not, however, supported this by capturing the impact of this work, sharing good practice or formalising it through accreditation to ensure consistency in the development of our people or day to day practice.

A second focus area of our refreshed strategy is therefore to support the continuing creativity of our people and to better evidence the impact of practice development and innovation to share and influence improved ways of working across the sector. This will involve:

- Engaging with the people who use our services and those that may in the future to inform and shape the services we offer
- Empowering and encouraging creativity and innovation across MHA; establishing a framework to capture, share and fund innovation focused on nurturing mind, body and spirit, linked to themes of continuous improvement, service development and cultural change
- Evidencing our competence in Dementia and End of Life Care, through impact measurement and accredited practice
- Broadening and evidencing the impact of music therapy, chaplaincy and spiritual support across our services
- Influencing local and national practice (e.g. Dementia, End of Life Care, Spiritual Care), providing a focus for our research and influencing agendas

### **MHA People**

We are reliant upon a skilled, experienced and dedicated workforce and volunteer base, not only to ensure the quality of care and support provided in our homes and schemes, but also in terms of the infrastructure that supports them to do so and the delivery of our broader mission. It is therefore vital that we attract, develop and retain the right leaders, colleagues and volunteers to build and enhance our work.

The challenges in this context reflect those experienced across adult health and social care, with insufficient workers joining and remaining in the sector and consequent difficulties in recruiting and retaining staff, particularly those with greater experience and skills. This is fueled and compounded by the significant financial pressures facing the sector, especially the cost of care and the need to ensure services are appropriately staffed to run safely and effectively.

To meet these challenges we recognise that we need to be continually reviewing how we attract, develop and retain people. In terms of remuneration and acknowledging the contribution of each one of our people, we are now pay the Real Living Wage and compare favorably in terms of pay and benefits with others in the sector. But we know that alongside this, what our people value is a culture and context which enables them to develop and deliver in their role; where they feel recognised, supported, well led and that their contribution is valued.

If the “What” of the refreshed strategy is *MHA In Community* and services *Enhancing Later Life*, the first part of the “How” is how we sustain and grow an effective workforce. This will involve:

- Developing, growing and retaining effective leaders through the roll-out of our Leadership Development Programme, coaching and effective succession planning and the further development of a supportive and collaborative culture
- Aligning our people offer with our values, reflecting the communities in which we work, promoting inclusion and attracting and supporting a diverse workforce and volunteer base
- Investing in the right skills and capabilities at all levels; consolidating our training capability with a development plan for all our people and a creative volunteering offer
- Embedding and sustaining our talent management processes and career and volunteer development pathways for the long-term

### **MHA Fit for the Future**

We have grown considerably in recent years and the previous strategy recognised the need for investment to ensure that in terms of effectiveness, efficiency and assurance the organisation’s infrastructure needs to keep pace with internal demands and external pressures. Whilst work has been initiated to strengthen MHAs capability in this respect, further resource and focus is necessary to establish systems to improve our infrastructure and processes to support increased effectiveness, efficiency, continuous improvement and financial and service planning.



This will involve:

- Aligning and assuring our financial strategy for investment in development, maintenance and infrastructure projects
- Reviewing our assurance framework to ensure consistent and effective operations
- Ensuring our people are equipped and trained with the tools and systems needed for effective and efficient working
- Adopting a Continuous Improvement approach across MHA: identifying, prioritising and implementing key systems and processes to yield maximum impact for residents and service users, recognising capacity limitations and inter-dependencies, with a particular focus on our infrastructure and overheads

### **MHA in 2024**

By 2024, 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.

This means fulfilling our mission as a charity to enable more older people to live later life well.

It means person-centred care, support and properties in connected communities, as One MHA, demonstrating social value and impact, adding meaning and purpose to the lives of older people.

- One MHA, embodying a collaborative and inclusive culture, informed by our Values and inspired by our Methodist roots.
- 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.
- One MHA which is fit for the future: efficient, assured, financially strong and continuously improving
- One MHA, where services are growing in a purposeful and coherent way, and influencing wider society for the benefit of all.