

- Working with IIP for the last 20 years as a framework for best people practice, Springhill Care were the first care organisation in the North to achieve IIP Gold against the 6th generation Standard.
- With rapid change and increasing challenge in the care sector, the Group is now using IIP to help re-focus their people strategy so they can prepare for a sustainable future.
- This focus has led to further success and growth as an organisation with significant benefits and innovation in areas such as talent management, absence and recruitment and retention.

What was the IIP motivation?

Springhill Care Group is an award winning provider of nursing, residential, rehabilitation, dementia and day care in Lancashire and Bristol. With three care homes, they have a workforce of over 400 dedicated staff.

Working with Investors in People for the last twenty years as a framework for best people practice, in 2016 the Group also became the first care organisation in the North of England to achieve IIP Gold against the sixth generation Standard.

“At Springhill Care Group, our philosophy is simple – Your Care, Your Way” explains founder and Chairman, Ken Nolan.

“We believe that entrusting the care and support of a loved one to others can be one of the most difficult decisions in life and we never take that responsibility lightly.

“Our workforce is integral to this philosophy and we recognise that good care can only be delivered by a motivated and developed team. For us, our people are our most valued asset and this has shaped our business.”

Established in 1983, Springhill Care Group has continually grown and improved over its thirty year history. However with rapid change and increasing challenge in the care sector, they are now re-focusing their people strategy to help prepare for the future.

“Springhill Care has always been forward-thinking, with everything focused on being the best service provider and employer we can be” says Donna Briggs, Managing Director.

“There are alarming statistics for the future of care, with England facing a shortfall of up to 825,000 care workers by 2025 and closure rates of up to 25%.

“At Springhill, we believe our people-led approach is helping to buck that trend and supporting a sustainable future for the business, our employees, our residents and the communities we serve.

“Without continuous investment in our workforce, using Investors in People as an underpinning framework, we wouldn’t be able to achieve our vision, mission and values.”

How did IIP help?

Investors in People has supported Springhill Care to develop and continuously improve their approach to people management, helping the organisation to build on existing success and identify further opportunities.

“We really value our people at Springhill and without investing in them, we simply wouldn’t have the engaged and developed workforce we need to care for our communities” explains Virginia Perkins, Head of HR.



Chairman Ken Nolan (R) celebrates the Group’s IIP Gold accreditation with resident Bill (L) who has been with Springhill Care for over 20 years.

“[IIP] is helping us to develop in a sustainable way and plan for success both now and in years to come ”

Virginia Perkins, Head of HR

How did IIP help? cont.

"Investors in People and in particular the latest generation of the Standard, allows us to review our approach and be more creative and ambitious especially in areas such as performance management, reward and recognition and creating sustainable success.

"It's a fantastic way of exploring what we do well or can develop, why and how we can build on it to support our future – particularly in light of increasing care sector challenges.

"It is also a way to really involve our people in the business too, seeing Springhill Care Group from every perspective and gaining their invaluable insight."

Recent innovations resulting from the Group's people approach and work with IIP have included the development and accreditation of a new Springhill Leadership in Care programme.

A way to identify and nurture future leaders and managers, the programme is helping to build a succession talent pool for both the organisation and wider sector.

An additional skills development initiative 'Spring to Success' is also helping the Group to proactively fill skills gaps and prepare for future needs. For example, colleagues have been supported to develop from healthcare assistant roles to assistant nurse practitioners so that increasingly complex healthcare needs can be better managed.

"For us, IIP is a really effective and inspirational framework that helps and guides us to continually improve. It is helping us to develop in a sustainable way and plan for success both now and in years to come" adds Virginia.

What was the impact?

Working with Investors in People, Springhill Care Group has achieved success and growth as an organisation with significant benefits in areas such as talent management, absence and recruitment and retention.

For example, various health and wellbeing initiatives and supportive management approaches have been introduced leading to sickness absence rates notably reducing and employee engagement levels rising to as high as 100%.

The Group's skills development and talent pipelining programme 'Spring to Success' has not only supported succession planning across the organisation, but is also attracting new candidates to the Group too.

"Spring to Success has been developed to identify and recognise those employees who perform outstandingly well and possess high potential, regardless of their position," explains Virginia.



L to R: Virginia Perkins - Head of HR, Ken Nolan - Chairman and Donna Briggs - MD

"We are now able to build a talent pipeline that will not only support us with future demands for the business and sector, but will also support our individual team members to grow and develop too – positively impacting their work, their lives and their communities.

"The programme now plays a crucial part in attracting, retaining, growing and developing our employees and ensures that we will have a workforce that is responsive, caring and safe, all aligned and led by Springhill's values and strategic objectives."

Investors in People has also provided the Group with the opportunity to benchmark their people practices and access a framework that is aligned to the latest workplace trends and high performance practice.

Achieving IIP Gold has also benefitted them from an external perspective, helping the organisation to attract new talent and encourage a renewed interest in care related careers, another pressure point for the industry.

As Virginia continues:

"As a care provider we know that we are only as good as our people, therefore it is crucial that they are engaged with what we are trying to achieve and why.

"Investors in People permeates every aspect of our business, embedding a culture of a continuous improvement that helps us to focus on and work towards our goals. That's why our Investors in People journey will continue on."

"Without continuous investment in our workforce, using IIP as an underpinning framework, we would be unable to achieve our vision, mission and embedded values "

Donna Briggs, Managing Director