

ANCHOR HANOVER



How TSA's Quality Standards Framework (QSF) helped the integration of two services into one, in just four months, within England's largest not-for-profit provider of housing and care for older people.



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OVERVIEW

Anchor Hanover Group was formed following a merger of Anchor Housing with Hanover Housing. This included the integration of their respective telemonitoring services into one 24/7 telemonitoring service of **85,000** connections. The integration brought with it a full process and procedure review with QSF involvement, as they combined the two services into one: Anchor Hanover On Call (AHOC). The transition was completed swiftly in just four months and gained QSF certification within seven.

Mergers can introduce a level of risk and uncertainty as processes and procedures are dismantled and reconstructed. Operational expectations may be lowered for a period and workforces have to adapt as new processes are embedded in.

Anchor Hanover's success represents the huge amounts of work gone in to process reviews. Chris White, the customer Service Manager at Anchor Hanover explains how the Quality Standards Framework helped this process:

CHALLENGES

The challenge was to integrate the optimum elements of each of the workforces and organisational processes and innovatively combine them to make AHOC "the best possible service." Following rationalisation of the workforce, a portion were trained in call handling and TEC services, while 25 new staff members were recruited and trained swiftly.

"QSF has given us confidence when creating our policies and procedures, as we write them with one eye on the TEC standards. Knowing that TEC Quality supports them gives us reassurance that we are not just thinking that this is the best way to do things, but that they are ultimately customer focused, keeping the service user safe."

**Chris White - Customer Service
Manager, Anchor Hanover**

APPROACH

QSF AS THE FOUNDATION

Anchor Hanover used the QSF when modelling new processes and procedures. Chris explained how this provided "security in decision making" around new processes. The risks of unforeseen consequences in Telecare are great and can stunt organisational change; it is riskier introducing a new process than maintaining an existing one. The QSF's standards laid a foundation of best practice to keep people safe. Chris White said: "we were able to spend more time on innovative process creation to keep their service current and effective."

TRAINING

Providing staff with the knowledge and skills required for their roles within AHOC was fundamental to a successful integration. Anchor Hanover used the QSF to work out training requirements and to provide justification for the training itself. To remain a certified service, staff had to work at a level of quality defined within the parameters of the QSF. Anchor Hanover made use of their internal telecare expertise when training new staff. QSF provided the targets and justification for spending while internal staff delivered the skills and knowledgebase to the frontline staff who had new roles and expectations.

ENGAGED WORKFORCE

Anchor Hanover saw the importance of staff engaging with processes for them to be successful. By explaining the reasoning behind certain procedures, such as the QSF audit, Chris found that frontline staff saw the benefits and were enthusiastic in doing their part. Everyone took pride in providing a great service since they were shown how their telemonitoring centre improves the lives of its users and ultimately, how correct procedure maintains this. By communicating to staff the positive impact of their work, they were more open to new processes, which created an engaged and happy workforce.

INTER-DEPARTMENTAL COOPERATION

Active communication between departments was key to Anchor Hanover's success. All departments were kept in the loop and inputting into new processes and procedures. Chris explained how QSF stimulates this since certain standards required this active communication: "You can't keep it to yourself, you don't have all the answers so the quicker you engage with other people the more successful you're going to be". This maintained open interdepartmental communication channels and made other discussions that required input from multiple departments, such as process reviews, much easier and more successful.

KEY SUCCESSES



**Transferred
around 1.5
million pieces of
data in 4 months**



90%
Workforce engagement
following merger



92%
Customer Satisfaction
following merger



**Fully compliant
QSF report**

CONCLUSION

Anchor Hanover maintained a top quality service following their merger. This is evidenced by a fully compliant QSF Audit Report, and also external reviews by The Leadership Factor (TLF) and further surveys that show exceptional workforce engagement and customer satisfaction.

The new processes that they developed have been evidently successful. By being open to change, with a focus on best practice, workforce development, and open communication Anchor Hanover have integrated two services in record time and with no loss in quality. All of this while simultaneously improving the service provided for service users.

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