

# Our business plan 2025-2026

Flowing from our new strategy, this business plan sets out the 20 critical objectives and their outcomes which will be the focus of MHA's activity over the next year.

Objective	Description
<b>1. Embed our One MHA culture and behaviours</b>	Roll out the One MHA Behaviours Framework, Continuous Improvement (CI) Champions Network, hybrid working principles and resolution focused approach
<b>2. Improve workforce efficiency and skills mix</b>	Complete reviews of our nursing skill mix, non-care hours and quality support structures; review our approach to home and scheme maintenance to ensure optimal deployment; and improve workforce planning.
<b>3. Strengthen leadership and succession planning</b>	Strengthen career pathways based on succession planning outcomes across MHA and introduce and roll out 'Management Foundations', developing leadership capacity at every level.
<b>4. Expand volunteer engagement and community membership</b>	Grow MHA Communities membership and volunteer base; launch 'One MHA' membership to increase participation and build loyalty.
<b>5. Improve quality and resident and member experience</b>	Enhance co-production, feedback and assurance practices to improve the lived experience of residents and members; focus on relationship-based care and meaningful engagement.
<b>6. Deliver the foundations of the One MHA processes programme</b>	Finalise procurement, design and configuration of new systems across finance, care homes, retirement living and property and estates management. Establish governance, data and change structures to enable full rollout by March 2027.
<b>7. Refresh MHA's marketing, brand and digital reach</b>	Refine brand presence, launch preference centre, implement customer relationship management (CRM) updates, and improve content and charitable giving strategies to increase visibility and engagement.
<b>8. Build strategic partnerships and extend reach</b>	Secure partnerships that extend MHA's offer; increase co-branding and supplier engagement; and enhance MHA's influence as a charity leader.
<b>9. Redefine retirement living and housing with care</b>	Evaluate the future shape of retirement living operations, review workforce capacity and clarify the sales and lettings approach following our change programme
<b>10. Launch the Enhancing Later Life Framework (ELLF)</b>	Bring together learning from specialist strategies (i.e. dementia, music therapy, chaplaincy, green care, end-of-life care) into a single framework to improve purpose, responsiveness and personalised support.

Objective	Description
<b>11. Conclude Change Projects</b>	Complete the sale and transfer of the care homes and retirement living schemes to the new owners; and conclude the administration process of transferring Auchlochan Garden Village to its new owner.
<b>12. Relocate Epworth House and MHA Central Support Services</b>	Negotiate with Derby City Council to identify and move to alternative Head Office premises, as part their 'Our City, Our River' (OCOR) Flood Prevention Programme.
<b>13. Define dementia friendly environments</b>	Publish dementia-friendly environmental standards.
<b>14. Develop MHA's Growth and Investment Strategy</b>	Produce a five-year growth plan and review our approach to capital investment, balancing charitable purpose with financial resilience and clarifying MHA's offer and expansion priorities.
<b>15. Invest in fit-for-purpose estates and facilities</b>	Deliver care home and retirement living stock condition surveys, new facilities management contracts and a three-year capital investment plan to improve safety, sustainability and operational value.
<b>16. Progress operational digital tools and pilots</b>	Pilot digital tools that support safe and efficient delivery in services, such as electronic medication reporting in selected homes, and scope further technologies that complement core systems.
<b>17. Embed insight, KPIs and assurance into strategic delivery</b>	Use Power BI, Microsoft Fabric and in-system reporting to drive data-informed decisions; standardise KPIs and dashboards; and embed quality and risk assurance frameworks across the organisation.
<b>18. Drive innovation and applied technology</b>	Support implementation of GenAI pilots, assistive tech and advanced analytics to support the development of the Pathfinder Care Home as a model for design and technology innovation.
<b>19. Enhance central support functions</b>	Enhance MHA's central support functions, underpinned by a focus on exemplary customer care, a unified enabling culture and adoption of digital innovations.
<b>20. Strengthen financial controls and stability</b>	Refine credit control and arrears policies and empower Operations to support income recovery.

# Key performance indicators 2025/26

Category	KPI
Customer Satisfaction	Ensure at least 90% of care homes achieve a combined carehome.co.uk and Google My Business score of at least 96% by the end of the strategic period.
	Implement and baseline a retirement living resident survey to establish agreed satisfaction KPI's from year 2 onwards.
	Sustain a 6:1 Social Return on Investment (SROI) ratio in MHA Communities, assessed bi-annually.
Quality and Innovation	Maintain at least 90% of care homes and retirement living schemes achieving a 'Good' or 'Outstanding' rating from regulators throughout the strategic period.
	Ensure at least 90% of care homes and retirement living schemes achieve an overall "good" rating on internal quality assurance assessments.
Colleague Engagement	Maintain at least 85% retention of colleagues across the organisation annually.
	Achieve an employee engagement index of at least 80% by the end of the strategy period.
Financial Resilience and Sustainability	Achieve and sustain 90% occupancy in care homes.
	Maintain at least 90% occupancy in retirement living.
	Generate £4.0m annually in fundraised income, including £600k in Communities Trusts and Grants.
	Sustain central overheads below 7.5% of income, ensuring efficient use of resources aligned with budget.
	Deliver an operating margin 10% and coverage of 1.3.
Community Impact	Increase MHA Communities membership to at least 15,000 members by the end of the strategic period, including 5,000 Digital Communities members.
	Sustain 2,500 volunteer participation across all MHA services throughout the strategy period.
Technology and Change Management	Achieve 90% compliance with new business administration processes by year five (establishing metrics to monitor improvements in efficiency, controls and governance).