

borough care



A colourful year

Annual Review 2017-2018





Welcome

from the CEO and Chair of the Board

We are pleased to share with you our Annual Review for 2017/2018, which features some of the highlights and challenges from this year, as well as looking forward at our ambitious plans for 2019 and beyond.

As relatively new members of the team, we are both very proud to have joined such a dedicated, caring and passionate organisation. With strong foundations already in place, we now have a shared plan to create an even brighter future for Borough Care.

Our model of delivering truly personalised care, reflected in our 'Life in Colour' brand, helps us to continue to challenge people's perceptions of what life in a care home is like. Many of our residents have led rich, exciting lives and this doesn't come to a standstill when they move into one of our care

homes. Our dedicated Activity Lifestyle Facilitators are testament to that. In the last 12 months for example, they have organised events, trips and activities involving hundreds of our residents. These have included holidays to Blackpool, trips to Knowsley Safari Park, tea dances, sensory walks, Kung Fu squash and a visit from a Shetland Pony! We also pride ourselves on our flexible approach, with individually-tailored packages of care and support, which recognise and reflect the desires and interests of every individual, so they can continue to live fulfilled and valuable lives.

But we cannot stand still. These are challenging times, with increasing demand (by 2025, Stockport will be home to 66,500 over 65s and 11,000 over 85s; most of whom will be living with one or more long-term health conditions) and reducing resources and funding. To deliver care that is truly fit for our



future residents, and to meet the aspirations that we all have for our future care, we must continue to be innovative in our thinking, embracing new approaches and technologies, to continuously improve our services and enrich the lives of our residents and their families.

You may already have seen the introduction of some new technologies to great effect. Person Centred Software is our online, mobile care recording and monitoring system, which has improved the accuracy and efficiency of our care records and most importantly, gives staff more quality time to spend with their residents. Likewise, EMARS (electronic medication administration records) has automated the management of medication and provides staff with up-to-the-minute, personalised information, linking straight through to our pharmacy.

Even as the largest, not-for-profit provider of care homes in Stockport, we know we need to increase our capacity further, to respond to the growing need. We are currently working on a 20-bed extension to Bruce Lodge and are working to develop private-public sector partnerships, that will enable us to create brand new homes and increase the space in existing facilities.

These are certainly exciting times for Borough Care and, supported by our amazing, hard-working team, we are ambitious and energised by the opportunities that lie ahead. By developing homes fit for the future, and increasing the range of services provided beyond our homes, our goal is to provide a financially sustainable organisation that offers everything people need to live and age well: to live their lives in colour.

Our Brand

At the end of 2017, we launched a new brand for Borough Care; a brand that would support us as we embrace new challenges and improve our services. Beyond just a new logo, we took time to research and evaluate perceptions of Borough Care and of care homes more widely, to help us develop a clear statement for our company: Life in Colour.

Our residents have led rich and exciting lives and should be able to continue to do so. Some may still have dreams and ambitions to fulfil; some may thrive whilst learning new skills; some may want to teach others about their past experiences; many will want to lead an active social life. So why should all that come to a standstill simply because they live in a care home?

Our staff also have interesting stories and invaluable anecdotes to share. Each has their own motivation for a career in care, and each enjoy their own personal rewards. Their passion and dedication is encouraged, celebrated and rewarded through valuable training, incentives and well-being initiatives.

At Borough Care, we celebrate people's life stories, their unique personalities and colourful characters. No two people are the same, so there should be no one care solution. Each person, their history, and their aspirations are understood, recognised, and respected and this is reflected in how they are cared for, every day, every week, every year.

We live Life in Colour.





Our Homes

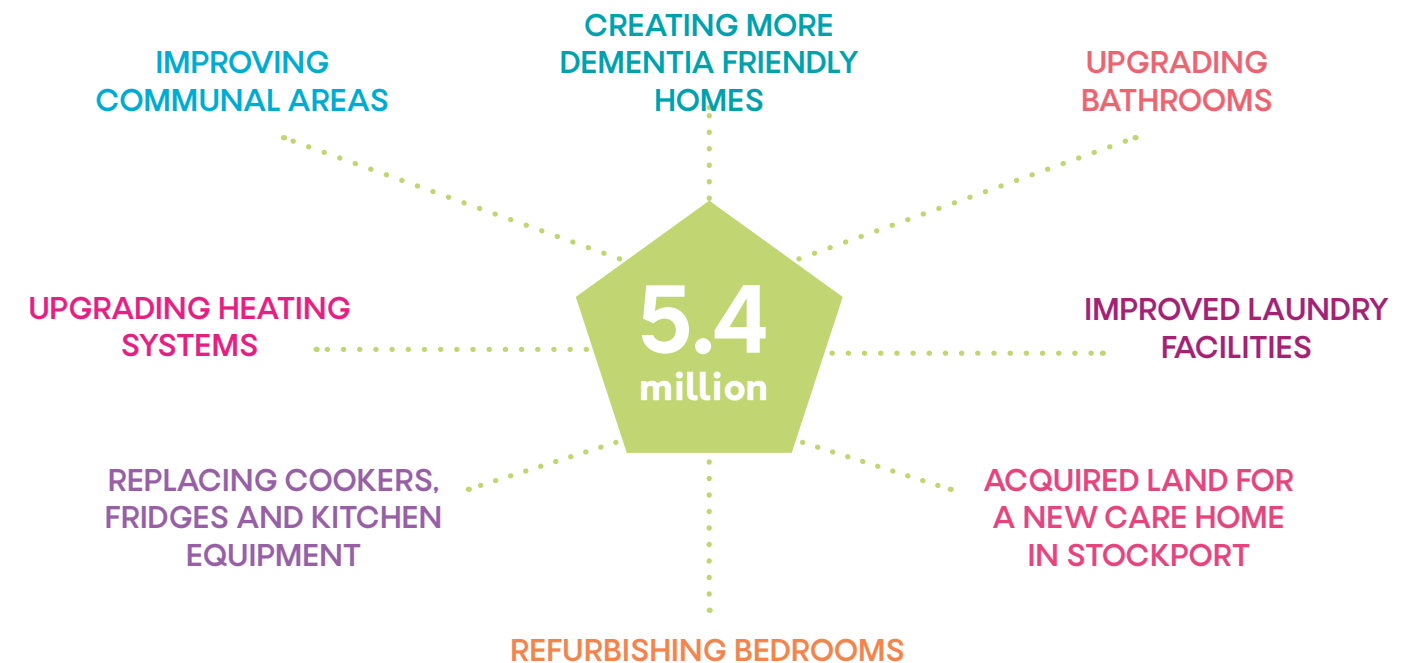
With 11 homes in the Borough of Stockport, we continue to invest heavily in refurbishments and renovations, whilst exploring opportunities for new buildings, to create the best possible homes for our residents; each as individual as the people who live in them; and somewhere they can relax, feel safe and ultimately, belong.

We've seen real innovations in the way the space in our

homes is being used. The empty atrium space at Bruce Lodge has been transformed into a bustling 'Market Place', containing a 1950's style café, florist, post office, hat shop and reminiscence area. The purpose-built summerhouse at Bamford Close has been converted to a lively pub, complete with bar tables, replica beer taps and even table football! Shepley was also one of the first to install to

install hydration stations in all the communal areas of the home to encourage fluid intake and prevent de-hydration.

Later this year we hope to also break ground on a brand-new extension to Bruce Lodge; investing £2.5 million to create a household-style, dementia-friendly home for our residents, with 20 additional bedrooms in 2019.



Our Executive Leadership Team has seen the biggest change this year with our new CEO and HR Partner being recruited:

Mark Ward
Chief Executive Officer,
joined November 2017



Jayne Hennessey
Head of HR,
joined July 2018



Our staff are what makes Borough Care such as great place to live and work. We couldn't be prouder that they stay with us for years, developing their careers and helping us provide the highly personalised care we're dedicated to delivering.

595
TOTAL NUMBER OF
EMPLOYEES

159
TOTAL NUMBER OF
NEW EMPLOYEES

6.66
AVERAGE YEARS
OF SERVICE

LONG SERVICE
AWARDS
Joy Shepherd, Lisa Martin
and Valerie Egan.

We make it a priority to invest in developing our people, as an important way to retain talented and dedicated members of staff, which in turn means our residents receive the very highest standards of care. Training is a mix of in-house delivery, as well as externally accredited opportunities and nationally recognised apprenticeship qualifications.

34
ENROLLED
ON APPRENTICESHIP
QUALIFICATIONS

ALMOST 6,000
HOURS OF TRAINING
DELIVERED

We are highly committed to nurturing home-grown talent and our unique 'Aspire' training programmes, endorsed by Skills for Care, helps us do that. 'Aspire' aims to develop Senior Carers into Deputy Managers and 'Aspire to Be' focuses on giving carers the skills and knowledge they need to become Senior Carers.

8 'ASPIRE'
GRADUATES

8 'ASPIRE TO BE'
GRADUATES

Staff recognition also plays a vital role in retention and development. Our annual Employee Awards celebrate the hard work and contribution of staff who make a real difference to the lives and well-being of our residents, and give us the opportunity to say thank you for all they do.

70
STAFF MEMBERS
ATTENDED OUR INAUGURAL
LEARNING DAY

233
EMPLOYEE
AWARDS NOMINATIONS
WERE RECEIVED

100
STAFF
MEMBERS ATTENDED THE
EMPLOYEE AWARDS

11
AWARD CATEGORIES
Bamford Close winner of Best Care Home. The Best Team Award was presented to Marbury's Housekeeping Team.

Stockport Star Awards – celebrating the very best home care and care home workers

BEST CARE HOME WORKER:
Kuem OK Shinn

BEST CARE HOME:
Wellcroft

THE NATIONAL CARE FORUM

JULIE VERITIERO, MANAGER,
MARBURY HOUSE
Selected as 'Rising Star' – a future leader in the care industry.

SOPHIE GARDNER
Our Area Lead, chosen as a mentor; sharing her experience and knowledge with Rising Stars from other organisations.

Our People

Our Care

Every person is unique, so there should never be one care solution. We pride ourselves on our flexible approach to caring for our residents. We have over 20 years' experience in supporting people with dementia and understand the uniqueness of their needs and those of their families.

Our fully-trained staff understand the importance of quality relationships for the overall well-being and happiness of those who choose to live with us, as well as their families. Our full-time Activity Lifestyle Facilitators plan trips out, alongside exercise sessions, music, dancing, crafts and much, much more, to make sure all our residents are stimulated, moving and enjoying themselves, in ways that suit their individual interests and abilities.

APPROX. **940**
PEOPLE ACCESSING
OUR SERVICES

1,658 DAYS OF
NON-RESIDENTIAL CARE
(DAY SERVICES)

453
PEOPLE RECEIVED
INTERMEDIATE CARE

93%
OCCUPANCY RATE
ACROSS ALL HOMES



Innovation



To deliver care that is truly fit for the 21st Century we need to be innovative and redefine the concept of care homes, to meet the needs of our modern society.

Technology is one of the ways we can do that, and the clever use of data can help improve the care and support of residents, particularly those living with dementia.

PERSON CENTRED SOFTWARE WAS INTRODUCED IN 2018 – AN ELECTRONIC, MOBILE CARE RECORDING AND MONITORING SYSTEM.

ELECTRONIC MEDICATION ADMINISTRATION RECORDS (EMARS) INTRODUCED IN 2017/2018

But it's not just about new technology – it's about promoting and encouraging creativity in care and investigating new approaches to existing ways of doing things, that can improve people's experience of living in a care home.

For example, we have installed a state of the art spa bathroom at Cawood House. A highly versatile bathing system designed for people with reduced posture and mobility. It has sensory treatment options, enabling residents to benefit from massage, colour, music and aromatherapy



Borough Care Online

A new website for Borough Care launched this Autumn. This reflects our Life in Colour philosophy and aims to give our current and potential customers an insight into life at Borough Care. Our 'Latest News' and social media platforms also contribute to keeping everyone up to date with day to day activities and our future plans.

In the coming years, we plan to introduce a greater level of online interactivity for our residents and for their family members, enabling more up to date and effective communication, sharing stories, photos and experiences. The development of an online relatives' gateway will enable family members across the globe to better maintain contact with their loved ones.



Partnerships

Good partnerships with both private and public organisations are vital to a richer and more sustainable future for the care sector. The sheer scope of activities that are required to provide such an encompassing support service means that we've always embraced partnership working to succeed. This year we have reviewed some of our existing partnerships, as well as developing new collaborations and connections that will help propel Borough Care into the future.

Sharing Best Practice

The National Care Forum brings together over 100 not-for-profit organisations in the care and support sector. As members, we regularly meet and share best practice with care homes from across the UK and Europe, exploring new innovations and developing solutions for the future of social care.

We also work with local organisations and businesses, such as the Northwest Fire & Rescue, in our role as a Dementia Friends' Champion to deliver information sessions to their employees so they can have a better understanding of dementia and how it may affect a person.

Life Leisure

Funded by Comic Relief and in partnership with Life Leisure, we launched SMILE – Simple Movements Improve Life Every day – our low impact, fitness programme for older people. Life Leisure worked with staff at Silverdale and Bryn Haven to deliver the programme to groups of residents. This now runs twice a week, led by our care teams.

Day-to-Day

Partnership working happens across our homes on a daily basis. Close links with many groups in our local areas provide lots of opportunities for our residents to contribute to society and remain valued members of their communities. This includes:

- Visits from and to local churches;
- Mobile libraries;
- Health and well-being services, such as visits by local nail technicians, hairdressers and masseurs;
- Inter-generational projects such as regular 'Mums and Tots' sessions;
- The Borough Care intergenerational choir, in partnership with Educate Stockport;
- Pet Therapy; delivered by local animal services, such as Zoolab and Rob the Ranger;

- Professional singers for regular singalongs and entertainment;
- Monthly community tea dances;
- Weekly sensory walks alongside colleagues from Stockport Mental Health services at The Meadows;
- Carers Support Groups in association with Signpost Stockport;
- Volunteering and running stalls at local events such as Gatley Festival and Bramhall Tea Dance;
- Scout group visits;
- A recent Pen Pal scheme, set up with the Totally Local Company.





Staff Costs
Increased by
11%

Invested
£700,000
on refurbishments

Spent an additional
£106,000
on food and catering

Financial Activity and Distribution of Funds

Income for the year rose to £13.5m

HOW EVERY £1 SPENT WAS DISTRIBUTED:



The Future

Our new Strategic Plan for 2018–2021 sets out our vision, goals and targets for the next 3 years. It is ambitious and challenges the status quo, so that we can move forward and embed real change that will deliver better outcomes for our residents and staff.

There are 5 key areas of focus:

- **Financial Stability** – growing and diversifying our services to deliver greater revenues, which can be reinvested back into the business for sustainable growth
- **Delivering Quality** – setting our sights high: achieving consistency in the simple things and measuring and benchmarking ourselves to drive further improvements
- **Innovation and Diversification** – actively developing improvements to existing services; investing in new, complementary services; and leading on new technologies and systems
- **Creating Careers in Care** – continuing to create clear development pathways for our staff and prospective staff; identifying and nurturing the best and brightest people; and embedding an aspirational culture
- **Shaping our Legacy** – taking greater control of our assets, building stronger, more powerful partnerships and exploring opportunities within and beyond Stockport

Some of these focus areas are about building on the excellent work already underway:

- Aspire and Aspire to Be training programmes are helping us to talent spot and develop great carers and leaders across the organisation.
- The latest technological advancements are making our existing services more streamlined, improving accuracy and providing us with a rich source of data that can help identify what we're doing well and where we can do better.
- Our recent partnership with Oomph! Wellness is giving a boost to the work of our Activity Lifestyle Facilitators; enabling a far broader range of trips and days out for residents.
- A new catering partnership with Apetito, who are now providing delicious, nutritionally balanced menus, with greater choice for residents.

However, we must strive for excellence in everything we do. This will be reflected in the new partnerships we form to create homes fit for the future; in the new services we seek to develop that will provide older people with the type of care services they want, where and when they want them; and in the type of people we recruit, retain and develop, so that we can deliver outstanding services and have the drive and ambition to be better every day than the last.





Annual Review 2017-2018

boroughcare.org.uk

