



COVERAGE CARE SERVICES LIMITED

Annual Review 2019/20



...managed to stay on our path of continuous learning and improvement.



We have always known that people who care for a living are special people. They need compassion, commitment, flexibility and, sometimes, bravery.

Never did we think we would test all those qualities to the limits they have been in recent months.

In so many ways this is not (and could never be) a normal Annual Review for Coverage Care Services. The challenges and changes we have seen have been extraordinary – a word often overused, but now meant in its fullest sense.

Yet in other ways, this publication is able to reflect the way we want our homes to be and the power of human beings to push through adversity and find the light in their day-to-day lives.

Thanks to our heroic, hardworking, caring staff those who live with us have maintained a quality of life that might surprise the many people who for such a long time were not permitted to enter our premises and be near their loved ones.

The activities, distractions, entertainment and sheer humanity of our people has kept so many smiles on so many faces – not least their own.

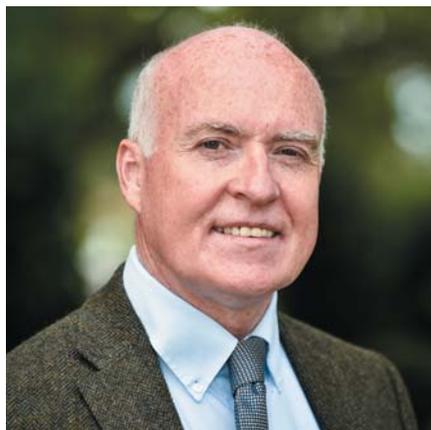
Our care settings are communities and never has that been more clearly proven than during the challenges posed by a virus that has raced across the globe.

This time has also been testament to the support and resolve shown by the families and friends of our residents, who have supported measures we have never had to take before and backed our closing of homes to non-essential entry.

All that said, a global outbreak of a coronavirus does not define what has been achieved by our organisation in the course of the 12 months we are reporting on here.

As ever, there have been major developments in the way we work, who we work with and how we have

Chairman's introduction



managed to stay on our path of continuous learning and improvement.

I must take this opportunity to ensure recognition for the colleagues who have left us during the year, not least our chief executive, Chris Wall, and board member Roy Broad, both of whom have moved to other parts of the country but whom we of course thank profusely for their service.

While we said a fond farewell in these pages last year to our previous chief executive, David Coull, to what should have been a well-earned retirement, we were fortunate to be able to welcome him back as interim chief executive when Chris had to leave. David's experience and steady hand have been invaluable in confronting the many challenges of the pandemic and I know his presence has been a reassurance to many.

It is good to think that there are always positives to be unearthed from any situation. One such example is the leap forward in communications caused by homes which could not accept visitors for a prolonged period. We quickly invested heavily in laptops and the knowledge needed to connect residents with their loved ones via

video. This is a capability which should prove a bonus hereinafter for improved communications, wherever people are in the world when they want to connect with someone in our homes.

Above all, what must be reflected here is our gratitude: To the staff who went above and beyond on a daily basis in a frightening situation; to the managers who found solutions to questions they had never before been asked at the shortest of notice and provided the support their staff needed through this; to the head office team who kept the wheels turning despite tremendous pressure and the need to suddenly work remotely; to our executive team who didn't stop until a problem was solved and worked to look out for absolutely everybody's welfare; to the families and friends who supported our actions and asked how they could help and, not least, to our residents who showed the character to confront this with us with smiles on their faces.

For all of the positives, there is no doubt this was a tragic year. Lives were lost to a pernicious virus, including in our homes, with all the attendant impacts on families, friends and our staff.

This Annual Review allows us to put on record for all time our condolences to each and every family and our gratitude that, but for the heroic efforts of many, it could have been much worse. We hope they will look back at this time in years to come with a pride in a job well done that overrides their sadness.

From the board and I, our heartfelt thanks to each and every one of you.

Ian Gordon
Chairman of the Board



Chief Executive's comments



There is no other place for me to begin than by reiterating the gratitude expressed by our chairman for the heroic commitment of the Coverage Care staff during these testing times and the deepest condolences to those families who lost loved ones before their time.

It is a testament to the way in which our staff rose to the challenge that our homes did not run out of personal protective equipment and other crucial supplies and remained safe and caring places to live through the worst months in the first half of this year.

Their pride in a job well done should be amplified by the knowledge that they achieved this in spite of the challenges arrayed against them, such as an early absence of accessible testing (and the fact that we were only just emerging from the impacts of severe flooding on the county).

We took the decision at a very early stage, some time before the government, that our doors would be closed to non-essential visitors. It was at this point the reality of the serious nature of the situation really came home to many people.

While the country is yet far from clear of the coronavirus challenge we have transitioned to a new rhythm of operating, with great care for anti-contamination measures built into every interaction, not least with the introduction of thermal imaging cameras checking the temperature of every visitor.



It is likely to be some time before care settings can be the relatively open, welcoming places we all want them to routinely be, but we are determined to strive for a close approximation of normality.

Even in the face of these challenges we are delighted to have maintained a strong track record in inspections, with all homes rated as 'good' for being 'caring' and 'effective'. While there are some areas identified for improvement in just three homes, we are confident these have been thoroughly addressed ready for a re-appraisal. Woodcroft, in Market Drayton remains 'Outstanding' and a shining example among our sites.

It is sad but true to say that the consequences of major unplanned investment in materials, staff and technology will have a future impact on the finances of the care sector.

Going into the Covid-19 crisis there had still not been any sign of necessary

significant reform in funding nationally and negotiations around fees with local authorities had been extremely challenging.

Coverage Care Services has perhaps more flexibility than many providers as a not-for-profit care provider. With no shareholders to take dividends all operating profit goes back into providing services or ensuring a stable financial bedrock. Despite this, there is a low point in per bed fees below which we cannot go and still maintain our responsibility for good corporate governance and our wider objective to refresh and reinvest in the services we provide.

We do anticipate the need to further consider the difficult issue of the split between self-funding residents and the number of places we can make available to the state-funded social care sector. With that said we remain hopeful that the long-awaited government proposals





Even in the face of these challenges we are delighted to have maintained a strong track record in inspections

for the funding of long-term care will provide more equitable support.

We know that we have learned tremendously valuable lessons from the experience we have shared this year and we will hope that the country as whole will do so as well, with proper recognition of the crucial role played by the care sector and its people.



What is certain is that we continue to move Coverage Care Services forward with a positive vision to keep improving and innovating and always with an eye on the future.

The launch of a much brighter, more accessible and useable website has been an important feature of the year, picking up themes from the dedicated recruitment website launched last year. We have also taken steps to create our own nursing hub with a team of peripatetic staff who are ready and able to be deployed to homes who may be faced with gaps in staffing due to leave or illness. This provides a valuable saving over calling in agency staff and means we are always covering homes with professionals familiar with our standards and systems.

This is likely to be ever more crucial as we finally depart the European Union in January 2021, particularly if predictions of the reduced availability of European staff come true. We have already seen increased pressure on recruitment as the pool of staff from overseas has narrowed.

As I have spelled out, funding, staffing and a continuing vacuum in national planning are going to be the challenges we will face in the coming months. In addition, we cannot know the trajectory of Covid-19 in our communities and it may yet pose recurring risks to which we must respond.

When we produce our Annual Review next year, the care sector may be in a very different shape. What we can tell you today is that the board of Coverage Care Services remains focused on the financial security of the organisation for the benefit of the people who choose to live with us and decisions will continue to be taken with their interests first and foremost, come what may.

David Coull
Chief executive

Our team



In the past 12 months we have continued to build a strong framework to enable us to deliver a high standard of care and ensure our business is well placed to respond to the challenges we have and will be facing in the future.

Evolution in the provision of care is always ongoing and the sector seems always to be responding to changes in society. Coverage Care's role is to be ready to meet those changes without interruption to the delivery of safe and high quality care.

All of these efforts are backed by the hard work of our head office teams and the systems and processes they develop and manage to support the success of our homes.

COVID-19

The coronavirus outbreak has been the single biggest challenge faced by our team.

We were one of the first care providers in the region to restrict visitors before the Government's official lockdown announcement, to protect the wellbeing of our residents.

As well as enhancing our already stringent health and safety measures, we introduced a number of technology based solutions, including cameras that scan the body temperature of every individual entering our care homes to make sure they are safe to be on the premises, more laptops and tablets to allow residents to keep in touch with families whilst in lockdown and weekly virtual GP clinics.

Training and Development Officer Joanne Hodge became the dedicated contact with families to ensure they receive consistent and appropriate communications.

From our teams in care homes to our head office, our staff have all gone above and beyond to deal quickly and effectively with the unprecedented circumstances caused by the global pandemic.

Home managers in particular have navigated an ever-changing landscape to provide safe and effective care whilst facing demands from multiple agencies and maintaining positivity for residents. We are incredibly proud of them.





Our human resources department, led by Samantha Woosnam, has also faced some huge challenges, including developing entire new protocols for safe working. For the first time ever, they were required to draw up new policies for staff on behaviour outside of work, due to the risks from Covid-19. They are working constantly to remain up-to-date on always-changing local and national policy for the care sector.

It was also part of the HR team's responsibility to introduce the Covid

testing regime for homes and to ensure that all vulnerable staff were shielded during the peak of the epidemic. On an ongoing basis, they are working hard to look out for the mental health and well-being of staff, including that they take well earned time off, as many postponed their leave during the early days of the crisis.

A note of thanks must also go to our Board of Directors for its support of our executive team. Their combined knowledge and pragmatic approach

has proved invaluable at helping us to make difficult decisions in a timely way.

Earlier this year, even before the pandemic became a known challenge, the staff response in areas affected by flooding also demonstrated their fortitude and commitment to care. Many went to extreme lengths to ensure they could reach our homes for their shifts, or to help others do so, in order that they could keep life as normal as possible for residents and continue to deliver the quality of care they deserve.

QUALITY TEAM

We have made additional appointments to our quality and performance team as part of the ongoing development of service provision.

Janet Peddar-Adams has joined as a quality performance manager with Sarah Parker taking up the role of quality performance support.

This has further expanded the range of skills and knowledge of this group that is tasked with ensuring we deliver the highest possible standard of care and service.

It is the scale and non-profit nature of Coverage Care Services which allows for investment in such roles, which make



Care home sports day keeps residents fit and active



Residents at Innage Grange take part in sports day activities

Staff at a Shropshire care home have been helping residents to stay fit and healthy after organising their very own sports day.

A specially designed indoor track and finish line meant not even the dreary winter weather could put a dampener on the afternoon fun at Innage Grange in Bridgnorth.

Home manager Claire Childs, who came up with the idea of a winter sports day along with activities coordinator Di Carter, said: "We had an absolutely fantastic afternoon. Residents took part in all sorts of activities from traditional egg and spoon races to wheelchair races.

"We created our very own indoor sports track complete with finish line and everyone had such a lot of fun. Who says sports days are just for school fields in the middle of summer?"

"It's important no matter how old you are whether you are seven or 70 to keep fit and active and we encouraged residents to do as little or as much as they wanted to.

"Those that didn't want to take part still enjoyed participating in the day by spectating and supporting those trying out the events."

Residents at the home on Innage Lane are supported daily to take part in a wide variety of activities which support their physical, social and mental wellbeing. They are also encouraged to take part in sensory, relaxation and reminiscence activities.

The home also has a busy cafe which can be used by residents, their families and friends and there is a dedicated hair-dressers salon on site which provides hair and nail treatments.

It caters for older people requiring residential and nursing care and specialises in caring for people living with dementia.

For information about the home, which is operated by the not for profit organisation Coverage Care Services, visit www.coveragecareservices.co.uk

Care home residents get to grips with new technology

Hundreds of elderly residents across Shropshire have been getting to grips with new technology as they seek to stay in touch with family amid the ongoing coronavirus epidemic.

Coverage Care Services, a not-for-profit organisation which operates 14 care homes in the county, purchased 30 new laptops when it introduced measures two weeks ago to actively restrict non essential visitors to avoid unnecessary spread of COVID-19.

The computers have now been distributed to homes and staff have been working with residents to make sure they can operate the computers and use video communication tools such as Skype to keep in touch with family members.

Chief Executive David Coull said: "This is such a difficult time for everybody and with access to homes restricted it's absolutely vital that residents can still communicate with their family.

"Staff have been working so hard to help residents get to grips with new technologies and we have been surprised by how quickly everyone has picked it up.

"For some of our more elderly residents they think it's absolute wonderful that they can have a conversation with someone in the same way they would if they were sat right next to them in the home.

"We understand the lack of physical contact for families is hard. All any of us want to do at

the moment is give our loved ones a hug and reassure each other. However, being able to maintain visual interaction is absolutely critical and is proving invaluable at this difficult, unprecedented time."

Coverage Care bosses, which cares for 800 vulnerable residents, were among the first to take action against the ongoing COVID-19 threat when it introduced measures to actively discourage all non-essential visitors.

Other care homes across the country were forced to take similar steps when the Government released its official guidance more than a week later.

Family and friends of residents as well as non-urgent visitors are among those who have been strongly advised not to visit Coverage Care's homes.

Services remain open for admissions and visits from health and social care professionals as well as urgent suppliers.

Infection control measures and enhanced staff training are all now in place, while steps to manage staffing, including any new employees, in the safest possible way are being prepared in the event of a more widespread outbreak.

For more information about Coverage Care visit the website www.coveragecareservices.co.uk

Farcroft manager Karen McPherson demonstrates to a resident how to use Skype to call her family



Left: Mark Waugh with resident Pat George & activities coordinator Haf Evans

Smart speakers keep elderly residents company

Smart technology is being trialled in a Shropshire care home to give residents more independence and help combat loneliness.

Staff at Montgomery House in Shrewsbury, which is run by Coverage Care Services, is introducing residents to the latest gadgets and smart-tech to support day-to-day living and recreation.

It comes after Newport-based business Be Bold Media gifted an Amazon Echo speaker to the home.

The gadget, which uses Artificial Intelligence (AI) and a built-in robotic personal assistant known as Alexa which responds to commands and can talk back, is already proving a hit.

Care home manager Carolyn Fisher said residents were using the speaker to listen to their favourite music, play games and even do their shopping online.

She said: "Most people these days have become reliant on some form of gadget whether it be a smart phone or watch or some kind of virtual assisted device inside their home so it's been great to introduce this kind of technology to residents.

"The Echo speaker is already proving to be a great tool for supporting residents to be more independent and it's also fantastic from a social perspective.

"It's currently located in the home's main living area and so residents often gather round and listen to music and take it in turns to choose their favourite songs or ask it questions.

"It's great for triggering memories and is a useful way for residents to find out information such as the time and date. It's taken some of them a little while to get used to it but the results have all been positive so far."

In future there could be potential for the technology to be used to remind residents when they need to take medication or when it's time for bed.

Mark Waugh, director of Be Bold Media added: "We're delighted residents are enjoying using the speaker.

"Technology can assist businesses in so many ways and care homes are no different. We're certain as staff and residents get used to having Alexa around they will find it more and more useful."

Montgomery House is one of 14 homes run by Coverage Care – a not-for-profit organisation and Shropshire's largest independent care provider.

For more information on individual homes visit www.coveragecareservices.co.uk

coverage care

Pimp My Zimmer project returns to Shropshire care home with added sparkle



Left: Coverage Care Activities Coordinator Joy Hunter and resident Barbara Chapman with one of the decorated zimmer frames.

A PROJECT aimed at pimping up elderly people's zimmer frames has been reignited by a Shropshire care home – but this time with an additional dose of sparkle.

Coverage Care's Woodcroft home in Market Drayton introduced the 'Pimp My Zimmer' initiative last year as a way of reducing the number of falls among residents.

The project encouraged those living at the home to personalise their walking aids by spray painting them different colours such as pink, purple and orange or decorating them with stickers. Home manager Kelly Lowry said the project had proven so successful that staff had decided to reintroduce it to give newer residents at the home the chance to be involved.

She said: "Zimmer frames are set to an individual's height and selected for their specific mobility needs and using the wrong one can cause a fall.

"The 'Pimp My Zimmer' project is all about reassuring residents that they are using the correct one. Jazzing up the grey frame in different colours and with stickers means individual frames are more identifiable.

"This time around we are taking the project a step further and residents have been choosing different themes for decorating their walking aids.

"One resident has chosen to create a black and yellow frame to resemble a bumble bee whilst another one of our residents Mary, who has always been known as 'Mary the Fairy', has chosen to decorate her zimmer with a fairy skirt and sparkles. Other ideas include a cow-themed frame by one of our ladies who has always

lived on a farm.

"We've had some fantastic suggestions and ideas and residents have been having lots of fun creating their personalised frames."

Woodcroft provides residential care for mainly older people and those with dementia as well as a community day centre and respite and short stay facilities.

Zimmer frames are used by a number of the residents and since being introduced last year, the home has seen a reduction in the number of falls.

Coverage Care chief executive Chris Wall, said: "This is a fantastic project and we are delighted residents are having such fun coming up with different themes and ideas for decorating their walking aids.

"The potential consequence of using someone else's zimmer which is not appropriate for an individual's needs can be very serious if they fall. It can cause injuries and other health implications so this scheme is a wonderful way to minimise any potential confusion."

Coverage Care cares for mainly older people in 14 homes across the county in Shrewsbury, Telford, Whitchurch, Oswestry, Newport, Wellington, Bridgnorth and Bishops Castle. All homes are rated as either 'Good' or 'Outstanding' in the national rating system. For further information about Coverage Care Services and its homes visit <https://www.coveragecareservices.co.uk>

Shropshire's largest independent care provider has invested almost £50,000 in state-of-the-art thermal imaging cameras as it prepares to reopen its homes to visitors for the first time in nearly three months.

Coverage Care Services, which cares for in the region of 800 residents and employs around 1,200 staff, is in the process of installing the cameras at each of its care homes as part of a number of new safety measures.

The high-tech cameras supplied by Shrewsbury-based Border Communications will be used to scan and assess the body temperature of every individual entering its care homes to make sure they are safe to be on the premises.

It is considered to be a less invasive process than requesting to check people's temperatures with a thermometer.

Screens are also being installed at reception areas and a new protocol for visitors is being drawn up.

Coverage Care Chief Executive David Coull said: "We care for some of the most vulnerable people in our communities and up until now it has been too soon for us to open our doors to visitors.

"However, we have been constantly reviewing the restrictions we have in place and are making plans and preparations to start allowing visitors to some of our homes where the thermal cameras have been installed from Wednesday.

"Other homes will follow next week depending on results and all easements at homes will remain under review.

"The thermal imaging cameras present a significant investment and demonstrates how seriously we take the safety and health and well-being of residents, staff and visitors.

"Anyone coming through our doors will have to agree to having their body temperature scanned and will only be allowed to enter if they have a normal temperature. Any sign of a raised temperature and people will be turned away.



Shropshire care provider invests in thermal imaging cameras

will enable residents to be reunited in a safe and controlled way."

Sam Thomas from Border Communications added: "We're proud to support Coverage Care in protecting its residents.

"We have always prided ourselves in providing first class communications and technology solutions to Shropshire businesses.

"It's fantastic for two local businesses to be able to come together to protect some of the most vulnerable local residents in times of crisis like these."

It is thought that Coverage Care Services was one of the first care providers in the region to take action to restrict visitors when it placed all its homes in lockdown on March 16, a week ahead of the Government's own official announcement.

Homes have strict safety measures in place to prevent and limit the spread of any infection and staff continue to be able to access supplies of Personal Protective Equipment (PPE).

Homes are accepting new admissions and referrals but under strict new guidelines including quarantining arrivals where necessary and anyone with active COVID-19 symptoms will not be admitted.

For further information about the care provider visit the website www.coveragecareservices.co.uk

Pictured: Coverage Care Chief Executive David Coull pictured with Steve Mills from Border Communications at Montgomery House in Shrewsbury where new thermal imaging cameras have been installed.

Transformed shed unveiled as new care home shop



Above: Stone House resident Mary Abbey cuts the ribbon to officially open the new Stone House Corner Shop. Mary also enjoys a well earned cup of tea inside the new shop and café.

A brand new shop and café has been officially unveiled at a Shropshire care home after staff and residents decided to transform an old shed during lockdown.

The brightly coloured, revamped garden building at Stone House in Bishops Castle is now stocked with essential supplies and treats for residents to purchase and will also operate as a small tea room.

Resident Mary Abbey, who named the shop 'Stone House Corner Shop', officially declared it open when she cut the ribbon during a special opening ceremony at the home.

Jodie Griffiths, care home administrator, said the unused shed had been completely transformed as part of the exciting 'lockdown project' led by the home's activity coordinators.

"It looks absolutely wonderful, really bright and colourful and is stocked with all sorts of items including toiletries, biscuits and drinks.

"We've also added a table and chairs to create a little café for residents to enjoy a cup of tea and a slice of cake.

"They think it's great and with all the lovely weather we've been having they've enjoyed getting out into the garden.

"It's been a fantastic project to work on and it's given staff and residents something really positive to focus on during the last few weeks.

"We're opening up daily and we hope residents continue to enjoy their independence by shopping at the Stone House Corner Shop."

Stone House is one of 14 care homes operated by Coverage Care Services, Shropshire's largest independent care provider.

For further information about its homes care visit the website www.coveragecareservices.co.uk

coverage care

SHROPSHIRE'S LARGEST INDEPENDENT care organisation has launched an innovative approach to tackle the region's growing nursing shortage, an issue facing the social care sector which is reflected across the UK.*

Coverage Care Services, which operates 14 care homes across the county and employs 1,000 staff, has developed a new Nursing Hub to boost opportunities for qualified nurses in the area.

The move comes as the not-for-profit organisation experiences increased demand for its services and celebrates one of its most successful years with all homes in its portfolio now rated either 'Good' or 'Outstanding' by independent care home inspectors.

Samantha Woosnam, head of HR said: "As demand for our services continues to grow we are tasked with making sure we have high quality, trained nurses in place to deliver the exceptional care our residents deserve.

"It's a careful balancing act but with well publicised nursing shortages both a local and national problem, there is a need for both a radical and innovative approach to recruitment which addresses some of the key challenges around pay, working hours and flexibility.

"Our new Nursing Hub aims to resolve some of these issues by offering nurses permanent work, guaranteed structured hours, higher rates of pay and paid travel expenses."

Coverage Care has created two nursing hubs, one covering its homes in Whitchurch, Shrewsbury and Oswestry and the second incorporating homes in the Telford, Bridgnorth



Samantha Woosnam from Coverage Care Services

Shropshire care provider launches innovative 'hub' to tackle nursing shortages

and Newport area. Nurses applying for jobs within a single hub will work core hours in up to three different homes during a contracted working week depending on where support is required.

Mrs Woosnam added: "Restricting the amount of travel time for nurses to just three homes within a set geographical area provides greater continuity from a care perspective for our residents but also reduces the impact of travel distance and costs for nurses.

"The Nursing Hub really is the first step in Shropshire towards addressing nursing shortages and we are confident it will not only speed up the recruitment process but will also continue to drive up standards of care."

Health and social care charity The King's Fund recently said that staffing was the 'make or break' issue across the social care sector. It's Director of Policy Sally Warren was commenting on the new State of Care report from the Care Quality Commission.

Just last month, Coverage Care, which has been providing nursing, respite and residential care services for older people and those with dementia for more than 20 years, launched a new specialist recruitment website to assist care staff looking to either start or further their career within the sector.

For more information on jobs available within the Nursing Hub or other vacancies across Shropshire visit the website www.carehomejob.co.uk.

* <https://www.cqc.org.uk/publications/major-report/state-care>



a tremendous difference to the care the organisation is able to provide.

HOME SUPPORT TEAM

In another exciting development, Coverage Care has established a new Home Support Team incorporating nurses, carers and administrative staff to fill in at our facilities where there are vacant roles or staff on leave.

This allows the organisation to utilise staff that are trained to its standards and who are familiar with its policies and procedures to ensure continuity of care.

This bold development is an extension of the nurse hub, which was an innovative approach to tackle the region's growing nursing shortage, an issue facing the social care sector which is reflected across the UK.

Coverage Care now has a known, trained and trusted team to deploy across all key functions in its homes throughout Shropshire and which can only be a benefit to residents and other staff.

CQC NOMINATED INDIVIDUAL

Operations Director Debbie Price has taken over the role as Coverage Care's

nominated individual who is responsible for supervising the management of the regulated activity to the Care Quality Commission.

This is an important and demanding responsibility in any care organisation, especially those such as Coverage Care with multiple locations which are widely geographically spread, but Debbie's tremendous experience in the sector makes her the ideal member of the management team for this role.

RECRUITMENT

With Coverage Care's dedicated recruitment website launched last year, the human resources team is now working on ever-improving and refined onboarding processes. The aim is to focus on continuing to identify the highest calibre candidates for all roles, on the basis that the correct hire is more likely to be a long-term and valuable hire.

Selection, interview and training are all part of the focus to pick the best candidates, prepare them well for integration into Coverage Care's homes and services and set them on a path to



a successful and fulfilling career.

When the hospitality sector was hit hard during the early stages of the Covid-19 crisis, the company was able to attract furloughed workers to fill catering vacancies in homes. Given the success of this programme, efforts will continue to focus on 'new to care' candidates, with the organisation actively encouraging people to consider a career in the care sector, including by offering the chance to chat with a manager about what's involved and to pay a virtual visit to a home.



Our homes

Positive reports from the Care Quality Commission have continued with Barclay Gardens, in Telford, being rated as 'Outstanding' in its effectiveness with a 'Good' overall. Newport's Cottage Christian Nursing and Residential Home also received a 'Good' status from inspectors, ratings which are a huge credit to the staff in both locations.

A programme to convert the final unit at Oswestry's New Fairholme into nursing care is progressing and will provide 23 additional nursing beds in this large, modern and purpose-built home when complete.

Meanwhile, Greenfields in Whitchurch has welcomed a new manager. Lindsey Groenewald brings a wealth of experience in the care and quality field to the role.

Shropshire Council also extended Coverage Care's contract to deliver services at Barleyfield House for a further five years. Barleyfield, in Monkmoor, Shrewsbury, provides five respite beds for people with learning disabilities.



...established a new Home Support Team...



DEMENTIA STRATEGY

With dementia care long a focus and specialism of Coverage Care Services, the organisation has now developed an overarching organisational strategy in the field, led by Mandy Walker, our quality and performance manager.

The strategy provides the framework for how we will move forward to ensure our staff and homes are best equipped to deal with the challenges presented by the rising number of people living with dementia.

It will ensure consistency of care and the sharing of best practice, with oversight to maintain and continually improve standards and implement new learning.

NEW ONLINE PRESENCE

Our [coveragecareservices.co.uk](https://www.coveragecareservices.co.uk) website has received a new look to reflect our recruitment website that was launched last year.

The website gives an overview of our homes and the services provided as well as detailing our governance, vision and values of the organisation.

It has been designed to meet modern standards for accessibility and responsive design which works seamlessly across all platforms, including mobile and tablets.

We think it is bright and clear and easy to follow through to the information visitors need.

It follows on from our major innovation of last year, a dedicated recruitment website – www.carehomejob.co.uk – which aims to attract a high calibre of staff to our vacant roles and help people who are looking to start or further their career in the sector.

With demand for high quality staff becoming fierce and the use of agency staff expensive and not our preference as an organisation, having our own focus on recruitment through a portal which provides applicants with good

Our future



information could be crucial to future success in this area.

BREXIT PLANNING

Before coronavirus, a key focus had been planning for Britain's final exit from Europe.

This included liaising with our network to make sure we had an

uninterrupted supply chain of items such as food, PPE and consumables which stood us in good stead when the Covid-19 lockdown was introduced.

We will continue to assess and develop our response as appropriate, even while this remains an area with a tremendous number unknown outcomes.



Finance Director's report



We are fortunate enough to have entered this pandemic with a strong balance sheet.



It is a key responsibility of the Board of Directors to ensure that the organisation remains on a solid financial footing in order that Coverage Care can sustainably provide the expected service and quality to those who rely upon it.

Whilst our trading surplus was similar to the previous year, this is a good result given the well-publicised pressures in social care funding. Service cost increases have linked most notably to a rise of 4.9% in National Living Wage alongside a 1% increase in pension contributions in April 2019, plus a further 6.2% increase in National Living Wage in April 2020.

The Board receives regular developing financial indicators where it considers the information is most valuable and useful. In particular, recognising some of the funding pressures on both self-funders and public sector partners, we are increasingly looking at our debtor management.

The organisation's capital reserve remains stable and healthy, though operating surplus increased from £297k in 2019 to £516k in 2020. These numbers represent an investment of 98.2% of Coverage Care's total income on providing its services, with 1.8% retained as surplus and re-invested into our business.

It is the not-for-profit nature of the organisation that allows such a high proportion of income to be put straight back into service delivery.

Coverage Care's homes are its main financial asset and within the year £270k (2019 £310k) was spent mainly on refurbishments in some premises, plus £162k of new equipment and furnishings where needed across the group.

The issue of rising staff agency pressures is one affecting the entire

care sector but it is one for which Coverage Care has continued to focus on solutions. Our peripatetic ("bank") team has grown and has continued to provide support focussed on homes where this is more needed, which varies from week to week. This was supported by the recruitment of 'hub' nurses starting from January 2020, which has allowed additional staffing support and reduction of agency usage in this key area.

In a period where the Society is not developing any new homes we have made further lending repayments, allowing us to reduce our financing charges for active investment elsewhere, primarily into key staffing and ultimately our quality aims.

The impact of Covid-19 on the financial results for the year ended 31 March 2020 was limited, as planning for our response started in earnest in February 2020. In March there was additional capital expenditure of 32 laptops, to allow residents to keep in touch with their loved ones while access



to the homes was restricted.

Since the year end we have seen the full impact of the pandemic on the care sector. As with other organisations, we have seen a reduction in occupancy along with increased staffing costs and the costs of purchasing the required levels of personal protective equipment to maintain high levels of safety and look after both our residents and staff.

As a key partner to local authorities, we have supported the response to the pandemic by the provision of 12 additional residential and nursing Discharge to Assess (D2A) pathway 2 and 3 beds from April 2020.

We are fortunate enough to have entered this pandemic with a strong balance sheet. Should it be required, we have enough liquidity to support trading for several months. As a result of the prudent approach taken by the Board, Coverage Care continues to maintain its stability in these challenging times.

Carla Jackson
Finance Director



Finance and Statistics 2019 – 2020

Income & Expenditure	2019/20 (£'000s)	2018/19 (£'000s)
INCOME		
Residential Care Fees	28,665	26,238
Other Income	1,181	1,173
Total	29, 836	27,411
EXPENDITURE		
Outgoings on Residents	21,769	19,826
Outgoings on Property	3,194	3,781
Management and Administration	2,882	2,702
Net Interest	755	805
Total	29,320	27,114
SURPLUS FOR YEAR	516	297



Key Statistics

2019/20 2018/19

Bed Occupancy (Average).....	91.8%	91.2%
Number of Residential beds	402	402
Number of Nursing beds.....	301	301
Number of LD beds	11	11
Number of Extra Care Flats	62	62
Number of Staff.....	1,094	1,081

74.3%

How every £ was spent:

KEY:

Staffing Costs



Rents & Depreciation



Other Property Expenses



Housekeeping



Administration



Net Interest



2.6%

4.1%

5.7%

5.8%

7.5%





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