We know that providing high quality, safe and compassionate care in the current funding climate is challenging. We are particularly proud this year to have been recognised with a series of “Good” inspection reports including the exceptional success of the coveted “Outstanding” at our Woodcroft home in Market Drayton. Indeed, our homes are all “Good” or better as I write, which is tremendous testament to the hard work of many people.

This reflects the focus and value of Coverage Care Services where right across the organisation, including at board level, we maintain a relentless focus on quality with continuous improvement in everything from the everyday aspects of life for those who live in our homes to the recruitment of our people and the way we support them.

In this Annual Review you will see some of the many initiatives being pursued, innovations introduced, successes celebrated and challenges faced. I’m truly delighted to say that there is so much to be proud of and indeed it is impossible to capture and reflect on all that has been achieved and so many positive things delivered across all of our many services.

Sadly, that is not to say that everything in the world of care provision is rosy. Nothing has improved with regard to funding or any expansion of provision and, as I write, we still await the long-promised Government Green Paper on care. In seeking to lobby on behalf of this, noting the needs of our services and also the unmet need across Shropshire and the United Kingdom, we know that Coverage Care must continue to set its own priorities, operate with the same willingness to invest in what matters and be prudent where it should be.

Change is inevitable and it was with a touch of sadness and no shortage of gratitude that we said a fond farewell to our Chief Executive of the last 16 years, David Coull, as he began a thoroughly well-earned retirement. Without doubt the success and legacy is a testament to the work that has been done in all of our homes under David’s leadership, supporting our managers and staff to both reinforce and advance standards in all that we do. We were fortunate to enjoy celebrating David’s retirement with a number of events, which combined into a fitting tribute at the end of a dedicated career with us.

It was important that we conducted a thorough and robust process in seeking David’s replacement. I was pleased that we completed this, ensuring a seamless transition by appointing Chris Wall, our former Finance Director, to succeed David. This has enabled valuable continuity and also has the benefit that Chris has had the opportunity to learn about Coverage Care, get to know our managers and also ensures Chris has a thorough understanding of our strategy as he comes into role.

Consequently we were also delighted to welcome Carla Jackson into the crucial role of Finance Director to round-out our new look executive director line-up, alongside our experienced and dedicated Operations Director, Debbie Price. The delivery of our progress on quality reflects Debbie’s work across the organisation and in particular with our Registered Managers.

I am looking forward to working alongside Board colleagues and the new Executive team to ensure Coverage Care continues to progress and develop, albeit in extremely challenging times.

I do hope that you will find our Annual Review useful.

Ian Gordon
Chairman
In writing my first report may I pay tribute to our former Chief Executive David Coull who retired in May. David achieved so much in his 16 years leading Coverage Care and I am both fortunate and privileged in succeeding David and building on his hard work and legacy developing Coverage Care into the immensely successful business it is today.

I am looking forward to working with our Board, our key Registered Managers and all of our staff teams as we seek to deliver the highest possible quality care at sustainable levels across our portfolio of excellent homes and services in Shropshire.

Having worked for Coverage Care as a Director for a couple of years and with nearly 20 years in the sector, I am mindful of the enormous management and staff contribution as we seek to deliver our aims during a period of well-publicised pressure on care providers in the UK and here in Shropshire.

You will see within our review how important our team is to those that we care for. We are giving ever increasing focus to staffing as they respond so positively to meeting the needs of those to whom we provide care, support and accommodation.

During the last year we have seen record low levels of unemployment which means our focus on supporting and investing in our staffing has never been more important. Regrettably we have seen an impact from rising agency requirements, again a national trend, which is not something any of us wish to see and it remains an area of utmost management focus as we do our best to develop our own staff and teams.

Whilst the climate and absence of any political progress on social care present challenges, I believe we also have major opportunities given welcome increases in life expectancy, demographic change, and the quality of our care and support. There is no doubt we are at an important point as a business, as is the care sector both locally and nationally.

Coverage Care’s not-for-profit status allows it to reinvest any profit we make. This allows us to ensure our quality is consistently high and our financial position remains robust. The combination of these two goals will remain our key focus both strategically and in governance terms.

Our strategy of a prudent approach to investment and lending has allowed us to reduce our debt and financing charges. Whilst I firmly believe in continuing targeted investment and development where it makes commercial sense, I am also mindful of the need to be prudent to ensure financial sustainability longer term. With this in mind the Board of Coverage Care approved a very clear and challenging three-year business plan last autumn. I am pleased to say we are on track to deliver this with a key review this autumn designed to ensure we continue our focus on this.

With links to cumulative real term funding pressures on public sector contracts, resourcing some of our goals is perhaps our biggest challenge. We have a skilled and dedicated team able to deliver our plans and I am hugely grateful to all of my colleagues for this.

As Ian notes in his report, we still await the publication of long overdue government plans to allow the essential modernisation and funding of social care. That this was disappointingly delayed again this year means we must face some decisions in the absence of this clarity. We can only hope the recently formed new government will give this vital reform of social care a meaningful focus in order for care providers such as ourselves to be able to plan to meet rising local and national health care needs.

Following much hard work operationally, supported by our senior team and registered managers, we have had a very positive year in terms of inspections with 13 homes rated ‘Good’ by the Care Quality Commission and our Woodcroft care home in Market Drayton now very proudly rated as ‘Outstanding’. This has perhaps been the crowning achievement over the last 12 months, which I have been proud to support.

You will see in our Annual Review some lovely articles and stories concerning the people we look after and our teams. Many of our staff go the “extra mile” to enhance the lives of the people they support and as ever I cannot thank them enough for this.

Chris Wall
Chief Executive
As part of Coverage Care’s commitment to continuous improvement in all areas of its work, our team has again built on the developments of recent years to introduce new practices and implement what we have learned from other experiences. All of this amounts to what we hope is a very progressive approach to all areas of finding, recruiting, training and retaining the best staff for our homes.

ENHANCED INDUCTION PROCESS

A new week-long induction programme replaced the previous one-day process for new employees to give them the best start to a career with Coverage Care. The programme provides foundation training and lays the framework for the caring culture we pride ourselves on. Held at our central office at Allison House in Shrewsbury it begins with a welcome from the Chief Executive outlining Coverage Care values and commitment to respect and dignity. Our internal and external professional experts then deliver training from moving and handling to dementia awareness, care planning, and record keeping, with Shropshire Partners in Care leading sessions on safeguarding and mental capacity training and deprivation of liberty issues.

We consider this to be an important development that should benefit both staff and, most importantly, those who rely on us for their care. As a new innovation it will be closely monitored for what is working well plus any elements which might need adjustment as we continue to learn.

STAFF TRAINING

Our ambition to deliver the highest standard of person centred care continues with staff accessing 14,315 individual training sessions, from moving and handling to full dementia diplomas. This figure increases year-on-year as we continue to focus on enhancing the skills of our workforce. Ensuring that staff feel fully capable and confident in their roles is another aspect of our work, which is important for everyone, from staff to residents and other service users.

RECRUITMENT AND RETENTION

To ensure we attract and retain the highest standard of staff we have significantly increased the rate of pay for nursing staff in the last 12 months and also the hourly rate for carers. This is crucial in the current climate, in which good staff are increasingly in demand. We believe that suitable rates of pay are a great investment in the longer term.

Another significant development for us this year has been the development and launch of our own dedicated recruitment
Coverage Care has now held the Investors in People award continuously since 2001.

**STAFF SURVEY**
Honest feedback, gathered by a trusted third-party, is invaluable in understanding any concerns held by our staff. If they have any issues to raise, we want to hear them and learn from or address them properly wherever we can.

Our first comprehensive Benchmarked Employee Engagement survey, run by Agenda Consulting, gave us a greater insight into issues at every level of the organisation.

**ROTATIONAL APPRENTICESHIP SCHEME**
Two of our homes – Chillcott Gardens in Telford and Montgomery House in Shrewsbury – took part in a pilot apprenticeship scheme operated by the National Skills Academy for Health. This initiative allowed apprentices to spend time in a care setting as well as a hospital and GP surgery to experience different health and social care workplaces. A good grounding in aspects of many roles in the sector could make the difference to keeping good candidates for the future workforce.

**NEW MANAGERS**
In the past year, we have welcomed Michelle Yates into a home manager’s role at our Lightmoor View home in Telford. We have also appointed Claire Childs to be our manager at Innage Grange in Bridgnorth and Michelle Humphries at Coton Hill House in Shrewsbury. They have all made an immediate positive impact including overseeing further improvements to the quality and interior design and layout at their respective homes.

We know that our managers play a pivotal role in the leadership and delivery of care in our homes and in supporting our on-going aim to continually strive for improvement across our services. They are instrumental leading our services and staff with direct links to our quality and business plan aims for their respective homes.

**PROMOTING LGBT ISSUES IN CARE**
We continue to work with SAND (Safe Ageing No Discrimination) to promote better understanding of the issues facing older lesbian, gay, bisexual and transexual people who require care.

SAND has led further sessions with our managers from selected homes to illustrate the challenges facing older LGBT people who require nursing or residential care, which will be shared with others through the management network. We are now reviewing our induction policy to incorporate training on LGBT issues to all new starters, as part of our desire to ensure full inclusivity across our services.
Investing in our homes and their environment is crucial to ensuring our residents live as independently as possible in a safe and supportive setting.

At Lightmoor View in Telford, a specialist dementia facility, the Kingfisher suite has been renovated to provide a more tranquil, domestic environment for residents to live in on a day-to-day basis. The unit now has a fully-functioning kitchen and residents are encouraged to do as much as they can, such as making simple meals and snacks. A shop has also been set up in a summerhouse so residents can maintain their independence and purchase every day essentials like newspapers and sweets.

At Stone House in Bishops Castle, staff raised more than £5,000 towards a refurbishment of its dementia unit to provide a more stimulating environment. The 15-bed unit now has artwork including meadow scenes on windows and walls, an LCD fish tank on the wall, bedroom doors that have been revamped to look like individual front doors and corridor walls have been given a stone wall effect.

The grounds at Briarfields in Shrewsbury have undergone a major makeover to encourage residents to be more active outside. There is now specialist outdoor exercise equipment, a bug hotel, hopscotch, basketball hoops, a wildflower garden and a light and sound arch in the grounds. A summerhouse has also been built in the garden. This has been funded by a £5,000 grant from the Shropshire Council Public Health Everybody Active Everyday scheme run in alliance with Shropshire Partners in Care.

At Innage Grange in Bridgnorth, the home has undergone a major revamp of its dementia unit and outdoor space. More dementia friendly meaningful activities have been introduced including residents getting involved in a weekly mother and toddler music group which meets at the home.

And at Montgomery House in Shrewsbury further improvements and investment to the interior have been made in particular making a welcoming fireplace area and seating just beyond reception. Residents continue to foster strong community links with initiatives including a new pen pal letter exchange with local schoolchildren.
INTERGENERATIONAL CARE
Recent research and media attention has been highlighting how children who regularly mix with older people see improvements to their language development, reading and social skills. This is most easily achieved via “intergenerational care” where by playing and reading with children, the elderly are less likely to suffer loneliness while the children get more opportunities for one-to-one reading and play time. Many of our homes work closely with schools and nurseries to bring together older people with children and young people. The interaction between both groups is a joy to watch and the relationships that develop brings enjoyment to their lives which is indescribable.

A few examples of who we work with are:
• Upper sixth formers at a Newport school
• Kiddleydivey, which provides musical activities
• Local schools across Shropshire and Telford & Wrekin

Montgomery House works in partnership with Severndale Specialist Academy supporting young adults with work experience. This has proven to be very successful with both organisations benefitting and one we intend to develop.

Pictured here is a session at our Briarfields home in Shrewsbury showing the children and younger people having fun in the company of some of our residents.

Also shown is another active session, this time “Jiggywriggles” which entertains children as well as residents at our Innage Grange home in Bridgnorth.

CQC REPORTS
A number of inspections by the Care Quality Commission in the past year has underlined the quality care we provide.

Woodcroft in Market Drayton was given an ‘Outstanding’ rating and praised for its exceptional service. Lightmoor View in Telford was rated ‘Good’ as was Briarfields in Shrewsbury; Farcroft in Wellington; New Fairholme in Oswestry; Chillcott Gardens in Madeley and Stone House at Bishops Castle where we were proud to be assessed as providing Outstanding care. Our largest and newest home, Montgomery House, in Shrewsbury, has rounded out a full house of “Good” or better ratings across the group following its latest inspection. In all reports, inspectors commented on the caring and nurturing environments
CARE HOME RESIDENTS GET MOBILE WITH NEW MINIBUS

A Shropshire care company is helping its residents mobile after using a generous £15,000 donation to purchase a new minibus.

Covercare Care Services, which is the leading independent provider of 14 care homes across the county, is invested in wheelchair-friendly minibus for Montgomery House in Shrewsbury following a request from residents and a donation from Telford firm Fodens Solicitors. The bus is now being used regularly for outings into the community.

Haf Evans, Activities Coordinator for the home based on Sundorne Road, said residents were delighted to be able to go on more spontaneous trips as well as organised outings.

She said: “Residents were asked to fill in a questionnaire on what they wished the donation to be spent on and the majority said a minibus. It was the most of their choice and and we have been here, there and everywhere in it. Residents have enjoyed outings to take part in and a Dementia Friendly Choir Service, coffee mornings and other activities. It’s incredibly important to us that our residents get to take part in activities outside of the home and the new bus is making this much easier for everyone.”

The generous donation was made by Fodens Solicitors following the opening of its head office near Telford. The £15,000 was given to the home’s Comfort Fund and residents and staff have spent some time deciding how best to spend the money.

Residents were asked to complete a survey which included a list of ideas such as a wheelchair accessible greenhouse and gardening aids but the majority decided a new minibus would be the most beneficial.

Covercare Care Chief Executive Chris Wall said: "We are very grateful to Fodens for choosing to support Montgomery House and we feel residents and staff have made a magnificent decision. The new minibus is helping residents to get out and about in the community more, socially and take part in activities outside of the home, which is tremendous.”

Stephen Foden, Director of Fodens Solicitors, said: "We are delighted staff and residents at Montgomery House have decided to invest the money in a new minibus. It's so important for residents to maintain links with their local community and the new bus will provide greater freedom and flexibility for them to go on outings and take part in group meetings."

Montgomery House is a purpose built 90 bed home which opened in November 2016. It has four units offering residential, nursing and dementia care.

Care Home completes transformation to benefit residents with dementia

A DEMENITA UNIT at a south Shropshire care home has undergone an innovative transformation to provide a more stimulating environment for residents.

Specially designed wall features and doors have been introduced at the 15-bed unit at Stone House in Bishops Castle to improve the quality of life for people living there.

The dedicated 15-bed unit now has artwork including meadow scenes on windows and walls, an indoor fish tank on the wall, bedroom doors that have been revamped to look like individual front doors and corridor walls have been given stone wall effect.

Stone House is run by Covercare Care, Shropshire’s leading independent care home provider, and is home to up to 40 people at any one time, including in the dementia unit.

The £8,500 scheme, which has been carried out by reminiscence care specialists Remipode, was partly funded by staff who collected more than £5,500 at a series of events including a sponsored walk, garden fete, promise auction and a bingo session.

The Friends of Stone House made a £2,000 donation, Clun Young Farmers Club donated £595 towards the project and Covercare Care met the remainder of the cost.

Home manager Ketusha Bloor said the residents and staff were delighted with the finished transformation.

"The aim was to provide a more therapeutic and individual environment for residents and help them feel better orientated in their environment. We know people with dementia can get confused and struggle to differentiate between similar doors within a corridor for example so having ones that look different will help them identify better with their surroundings. It also gives them a feeling of ownership of their individual rooms."

"The unit is considerably brighter and more cheerful with the new artwork and staff and residents are already feeling the benefits - some have commented already about how it brightens their day and looks wonderful.”

Inspectors award good rating to Telford care home

A Telford home that specialises in looking after people with dementia has been praised for promoting a culture of ‘high quality person-centred care’ following its latest inspection by care watchdogs.

Lightmoor View received a ‘good’ rating across all elements of its service following the unannounced visit by inspectors from the Care Quality Commission on February 26.

The recently published report said the home offers care and treatment to people with ‘high levels of expertise’ and is ‘consistently managed and well-led’ with a ‘supportive culture of openness and transparency’, ‘undervalued but valued and motivated staff’.

The team of three inspectors, a medicines specialist, a registered nurse and an expert by experience spent a day at the home in Nightingale Walk to assess how safe, effective, caring, responsive and well led it was.

They spoke to 14 residents, seven relatives, two healthcare professionals and 12 members of staff including care, domestic and administrative staff to assess the effectiveness of its services. They also reviewed medical records of 12 residents.

The official report noted that residents were positive about the care and support they received to give them maximum choice and control of their lives, with staff labelled as kind, caring and compassionate.

Lightmoor View can care for up to 75 people with dementia in its six units, one of which is currently undergoing a major refurbishment.

It is run by the not-for-profit organisation Covercare Care, Shropshire’s largest independent care provider. So far in 2019, inspections of two of other Covercare Care homes – New Fairholme in Oswestry and Braidsfield in Shrewsbury – have resulted in ‘good’ ratings.

Chief Executive David Coult said: “We are delighted with the positive endorsement of the home from the inspectors. They recognised the great strides that have been made across all aspects of the service and that we provide a safe environment for people whilst managing to create a relaxed atmosphere where staff have time to interact with residents.”

"The learn at Lightmoor View are delivering excellent care and fully deserve this independent commendation.”

Manager Michelle Yates added: “Our residents are at the heart of everything we do and the fact that inspectors recognised the high quality person-centred care we deliver is very gratifying. Our team will continue to build on the progress we have made and build on this for the future.”

The full report can be viewed at www.cqc.org.uk.
Residents at a Newport care home have received a funding boost thanks to a generous family donation. Barrie Alcock and his wife Jean, from Newport, helped to raise £550 for The Cottage Christian Nursing Home in Grimsby Road by hosting an event at the town’s Royal British Legion Club.

Mr Alcock decided to host the event, which featured live music, auction and games, as a thank you to staff at the home who had cared for his brother-in-law Mike Whitlett.

The money has now been added to the home’s Residents’ Fund, which is used to buy extra items for those staying in the home or for fund trips.

Home manager Julie Stevenson thanked Mr and Mrs Alcock for the generous donation.

The residents have decided to use the money to purchase some new outdoor furniture for the garden which they think is a wonderful idea,” she said. “Now all we need is for the sun to shine so we can go outside and enjoy it.”

Ann Whitlett, who presented a cheque to the home along with Mr and Mrs Alcock, also thanked the home for caring for her husband.

She said: “The work that the staff do at the home would not have any worry about recommending the home to anyone that is looking for a place to take care of their loved ones.”

A NORTH Shropshire care home has become one of only a few in the county to be awarded a care ‘outstanding’ rating by independent watchdogs.

Inspectors from the Care Quality Commission praised staff at Woodcroft in Market Drayton for their ‘exceptional service’ and how they respected and valued residents and empowered them to get involved in their care following the unannounced visit last month.

The 50-bed home caters for older people and those with dementia in long term residential or people care. It underwent an inspection by a CQC from Woodcroft on February 22 and was marked against five categories to assess whether it was caring, responsive, safe, effective and well led, receiving an overall ‘outstanding’ recommendation.

Woodcroft, in Croft Way, is one of the only for-profit organisations to gain the ‘outstanding’ rating. Inspections of two other Care Quality Commission – New Fairholme in Oswestry, and Broadfield in Shrewsbury – have resulted in ‘good’ ratings.

The inspection team questioned 11 residents, seven relatives, and staff including managers and nurses and reviewed medical records and records as well as staff files to make its assessment.

The official report said services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care while the home’s leaders and the service culture they created were praised.

The home had been awarded an ‘outstanding’ rating in 2018, but inspectors said they were pleased to see the service continued to improve.

The report added: “The service provided outstanding care and a positive outcome for people living in the home. Staff demonstrated a real empathy for the people they cared for. The service’s views and values promoted people’s rights to make choices and live a dignified and fulfilled life, this was reflected in the care and support people received.

“Without exception, people, their relatives and professionals told us they experienced compassionate care from staff. This ensured the service was run in the best interest of people who used the service.”

David Costi, Chief Executive of Caregility Care, said: “This is a superb report that has reinforced the incredible work that is being done by the team at Woodcroft.

“Every single aspect of the service provided at Woodcroft has been examined and adapted to deliver the best outcomes for the residents and this has been reflected in the outstanding rating. We are very proud of the team at Woodcroft and will be using their experience as examples of best practice across our network of homes.”

Woodcroft Manager Kelly Lawrey, who was noted in the report for her “outstanding leadership qualities, drive and enthusiasm”, said: “Our aim is to deliver a home from home environment where residents are respected and receive the highest standard of care possible.

“One of the most gratifying things to hear in this report were comments from inspectors, the residents and relatives about the care and support of our team. We are delighted to be one of just a few ‘outstanding’ homes in Shropshire and will carry on working hard to deliver the best care.”

The full report can be viewed at www.cqc.org.uk.

Carer Sue says goodbye after 35 years

A woman who has devoted her career to looking after other people has finally said goodbye after 35 years of working at an Oswestry care home.

Sue Rogers clicked up the impressive service as a carer at the Fairholme residential and nursing home. She started her career when the home was based in Morda Road and Shropshire Council ran it.

Fairholme transferred to work with Caregility Care 22 years ago when it took over the running of the operation from the council and was among the team who opened the purpose-built New Fairholme in Shrewsbury Road in 2013.

Caregility Care organised a surprise party for Sue, her family and former colleagues along, including the home manager Dawn Hilt. New Fairholme’s manager Imelda Brown said: “Sue has been a wonderful member of our team for a very long time and we want to thank her for her dedication and service over the past 35 years.

“it is people like Sue who create the friendly, warm home-from-home atmosphere that we pride ourselves on at New Fairholme. We will miss her very much as well as work well in her retirement.”

Sue said: “I really enjoyed working at Fairholme in both locations and feel proud to have cared for so many people from our community over the years.

“I was very surprised by the party and it was very nice to catch up with former colleagues.”

A Shropshire care home has recognised the hard work and commitment of three of its carers.

Claire Jukes, who has worked at Stone House in Bishop’s Castle for 25 years, Julie Bance for 20 years and Sarah Sherwood for 10 years, have all been presented with long service awards by care home manager Ketnaph Dhillon.

The 40-bed home is run by Coverage Care, Shropshire’s leading independent care home provider, which as a company recognises employees long service at 15, 20 and 35 years as a way of thanking dedicated employees.

She said: “It’s such a milestone for employees to reach 10, 20 or even 35 years service that they deserve a big thank you. We have more than 60 members of staff here at Stone House and some have been with us for 35 years or more. We have a very dedicated and passionate team.”

Julie started her career at the home as a care assistant and continues with this role working in the home’s care manager’s office.

She said: “I really enjoy the caring side of my job and making a difference to the residents and making them happy. Some people do not get any visitors so for me it’s about making a difference to their day. No two days are the same and I work with some lovely people.”

Meanwhile, Julie works as a night care assistant and Sarah is a care assistant.

Sarah added: “I find what I do very rewarding and I also think it’s very important to give people the best possible life we can whilst they are here with us. It makes me happy to know I’m making them happy.”

No two days are the same

"No two days are the same"
and these inspection outcomes are a testament to the excellent work of our managers, their in-home teams and the specialists in our wider staff who support their efforts.

**SHARING BEST PRACTICE**

Two of our home managers played a prominent role in a special event organised by Shropshire Partners in Care to celebrate exciting initiatives in care.

Kelly Lowry from Woodcroft spoke about how the home’s ‘pimp my zimmer’ project encouraged residents to personalise their walking frames and led to a reduction in falls. Briarfields manager Denise Morris demonstrated how a grant had been used to introduce new equipment and activities to encourage residents to be more active.

**NEW CARE PLANS**

We have devised a new suite of care plans to give a more holistic approach to a person’s needs. Personalised plans are created for each service user whether they are receiving respite, residential or day care and encompass social care requirements, a personal history, likes and dislikes as well as medical needs. This is a crucial element in efforts to ensure people’s needs are not only recognised but that they feel they are being treated as an individual.

**SYSTEM DEVELOPMENTS**

The health and safety portal we use to record incidents, accidents, complaints and compliments has undergone an overhaul to provide a more robust reporting and auditing tool that will inform our future policies and procedures. It includes a full audit trail from beginning to end of each record and a digital archive that can be accessed from any location. Having the best information at the fingertips of those who need it is the only way to truly address any issues which are reported or discovered, in a bid to eliminate any repeat occurrences.

We have also upgraded our financial system following the successful introduction of direct debit payments for our customers last year. We continue to seek to clarify and open up new flexible ways whereby customers can approach us and fund their accommodation, care and support needs.

The next year will see us undertake a project to install a new HR and Payroll system. This is business critical and working with our partner MHR based in Nottingham will see us install a new system to deliver first class staffing information so important to quality services and recruitment and retention as well as helping us modernise efficient payroll processes.

**QUALITY AND PERFORMANCE**

Two key appointments have completed our quality and performance team, which has a remit to ensure we deliver the highest possible standard of care and service. Mandy Walker, a former CQC inspector with a specialist interest
in dementia care, has been appointed as a quality and performance manager, working alongside Dawn Quinn, and is devising a new company wide dementia strategy. Dawn Sutton has taken up a role as a quality performance support worker with responsibility for auditing our services to ensure they remain safe and effective. We consider this to be a crucial way to ensure a focus on standards for the long term and to embed them into the company culture.

**NEW PROPERTY MANAGEMENT STRUCTURE**
Mark Tudor has become our new property manager. He has succeeded Dave Atterbury who has taken up an independent role as a compliance officer with responsibility for health and safety at our homes. This an ever-evolving area of work for which we have a responsible member of the board, ensuring oversight.

**DISCHARGE TO ASSESSMENT BEDS**
Coverage Care was contracted by the Shropshire Clinical Commissioning Group to supply a number of beds for people who are medically fit to leave hospital but require assessment by care professionals before their transition to a home or a care setting. Cottage Christian in Newport provides four beds with an additional number at Montgomery House, which varies depending on the season.

It is a testament to the flexibility of many of our services and staff that we are able to assist with initiatives such as this one, which may become necessary for more people in the future and could be an important contributor to reducing the burden on hospital beds at key times.

**ENVIRONMENTAL ISSUES AND ENERGY SAVING COMPLIANCE**
As a company we are required to meet the demands of the Energy Savings Opportunity Scheme, which is designed to ensure large organisations continue to assess their energy use and seek ways to identify energy savings on an ongoing basis. It is pleasing to report that an independent assessment of our work in this area has been carried out and Coverage Care has been found to be fully compliant with the scheme, having no further action points flagged up by the assessors.
...we continue to focus on enhancing the skills of our workforce...
Finance Director’s report

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 profit 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 just under 5% in National Living Wage in April 2018 plus a further 1% additional employer pension contribution in April 18. Both these increases were repeated in April 19 meaning that financial margins are likely to remain under pressure.

In addition Coverage Care has absorbed the cost of legislative changes to annual leave entitlement adding a further 1% to our staff costs in the last financial year. Investment in maintenance has also had to rise, ensuring we meet and exceed compliance requirements with a mixed property portfolio which includes some older Local Authority homes. We also continued to experience rising heat and light costs and this will be a factor going forward as well.

The Board is progressing its plans within clear long term financial forecasts and following discussions and negotiations with our lending partner, RBS bank, we successfully agreed further support and flexibility to the covenants within our lending, recognising the long term value and positive security offered by Coverage Care. This will help us manage and make further investment where beneficial into our staffing, services and systems. We believe this will yield benefits as well as longer term efficiencies through the development and use of enhanced technology where beneficial. This does require inward investment cost.

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. Having invested in the introduction of direct debits last year the use of this by our customers has increased and we are currently looking at other ways of enhancing easy payment through new systems.

The organisation’s capital reserve remains stable and healthy, though operating surplus (what would be called profit in a for-profit company) increased from £286k in 2018 to £297k in 2019. Our accounts absorbed an additional one off non-cash pension charge of £126k associated with staff who benefit from membership of the Shropshire Local Government Pension scheme, an unexpected landmark pension ruling in July 2019 which applies to all UK public sector schemes.

What these numbers represent is an investment of 98.9% of Coverage Care’s total income on providing its services, with 1.1% retained as surplus and reinvested into our business.

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

Coverage Care’s homes are its main asset and within the year £0.50m (£0.63m) was spent mainly on refurbishments in some premises, plus 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. The team steps-in where agency staff might otherwise have been needed, providing knowledgeable and consistent support to Coverage Care’s exacting standards.

We are now one year into a sourcing arrangement, working in partnership with GRI (formerly de Poel UK) across all of our homes where agency is needed (noting that several need little or no agency staff input) to plan and support staff at the best rates available. This is achieved through a modern, flexible, web-based ordering system which our managers operate directly.

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.
Whist the pressures in Social Care funding are not showing any signs of easing in the short term, the demand for the services provided remains. As a result and given the prudent approach taken by the Board, Coverage Care continues to maintain its stability in these challenging times.

Carla Jackson
Finance Director

### Income & Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2018/19 (£’000s)</th>
<th>2017/18 (£’000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Care Fees</td>
<td>26,238</td>
<td>25,106</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,173</td>
<td>1,326</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>27,411</td>
<td>26,432</td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outgoings on Residents</td>
<td>19,826</td>
<td>19,042</td>
</tr>
<tr>
<td>Outgoings on Property</td>
<td>3,781</td>
<td>3,995</td>
</tr>
<tr>
<td>Management and Administration</td>
<td>2,702</td>
<td>2,248</td>
</tr>
<tr>
<td>Net Interest</td>
<td>805</td>
<td>861</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>27,114</td>
<td>26,146</td>
</tr>
<tr>
<td><strong>SURPLUS FOR YEAR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>297</td>
<td>286</td>
</tr>
</tbody>
</table>
Key Statistics
2018/19

Bed Occupancy
(Average) ......................91.2%

Number of
Residential beds ...............402
Number of
Nursing beds .....................301
Number of
LD beds ................................11
Number of
Extra Care Flats ...................62
Number of Staff ...............1,081

How every £ was spent:

KEY:

Staffing Costs
Rents & Depreciation
Other Property Expenses
Housekeeping
Administration
Net Interest

73.7%
3.0% 3.4% 5.9% 5.9% 8.0%

...recognising the long term value and positive security offered by Coverage Care.