



Annual Review

2023/2024





A MESSAGE FROM THE CHAIRMAN 4

LOOKING BACK AT 2023/24

 Home focus 6

 Community engagement 8

HR REPORT

 Investing in our workforce 10

 Staff recruitment 10

 Overseas recruitment 11

 Retention efforts 13

 Pay rates 13

 Ethical employment 14

 Diversity 15

 Employee engagement 15

GROWING OUR TALENT

 Training 18

 Celebrating long service 18

 Apprenticeships 20

NEW DIGITAL TECHNOLOGY 21

CELEBRATING DIVERSITY 22

NEWS ROUND UP 23

2023/24 FINANCE REPORT 25

GREEN GROWTH 29

A MESSAGE FROM THE CHIEF EXECUTIVE 30

A TRIBUTE TO MIKE MORRIS 31



A MESSAGE FROM IAN GORDON, CHAIRMAN

In a world where change and uncertainty are constant, we have focused on our core purpose, to provide quality care being delivered by a skilled, knowledgeable workforce which shows care and compassion every day.

As a not-for-profit organisation, we have been able to continually invest sensible proportions of our operational surplus back into maintaining and improving our estate and supporting our most valuable assets – people.

We have always understood the importance of our workforce and the last two years have seen Coverage Care significantly invest in its hourly rates and salaries and, when affordable, cost of living payments to ease the financial challenges our staff face.

Workforce recruitment is an issue across the country in all sectors, indeed in social care there is an estimated 9.9% vacancy rate (152,000, ref. Skills for Care). At Coverage Care we are well below that at 4.7%, but we still see this as a concern as our aim is to significantly reduce the use of agency staff.

We continue to invest in our workforce and in order to counter the lack of local resource we have actively recruited from abroad. We have been very careful to identify hard to recruit roles, which vary across our services, and we have a targeted approach to overseas recruitment. We have introduced robust procedures to ensure we meet all of our legal responsibilities; I am delighted to say all of our overseas staff have settled in quickly and brought an added enthusiasm and energy to our homes.

We pride ourselves on being ethical and fair employers and we have recently supported and employed displaced staff, recognising their contribution to our staff teams and, more importantly, to our residents' quality of life.



**THE LAST TWO YEARS HAVE SEEN
COVERAGE CARE SIGNIFICANTLY
INVEST IN ITS HOURLY RATES
AND SALARIES.**

The central office team has grown to ensure we support our managers, overseas staff and IT support needs with the resources to provide continuous improvement ensuring we deliver innovative, good quality care whilst always placing our residents at the heart of everything we do.

We continue to invest in our environments, always ensuring that any changes meet our commitment of being dementia friendly and environmentally sustainable. When you visit our homes, you will see they have had a refresh with decoration and furnishings along with new kitchenettes in our larger homes.

We have identified outside spaces as our next priority with two homes already having had their courtyards upgraded and we have further works scheduled in 2024/25 in other homes.

We continue to invest in digital solutions, most recently introducing digital care records in all of our homes. Whilst this has necessitated altering work practices, our workforce has stepped up and embraced the change. Our residents are benefitting from care records being updated at

the point of delivery and staff have more time to spend with them.

We will continue to introduce new digital solutions where they add value to the organisation and a positive impact to our residents and workforce.



WE CONTINUE TO INVEST IN DIGITAL SOLUTIONS INTRODUCING DIGITAL CARE RECORDS IN ALL OF OUR HOMES.

The board is constantly reviewing the landscape and predicting challenges to put contingency plans in place to enable the organisation to remain financially viable and in a position to be forward thinking.

As you will see in these figures, Coverage Care Services has produced another satisfactory surplus this year which we will use to continue to provide the all-important safety net and

financial breathing space which allows us to make the best decisions when those challenges rear their heads.

It seems fitting to use this opportunity to reflect on the sad passing of Mike Morris a highly valued Non-Executive Director and friend of Coverage Care. He brought a wide range of knowledge and skills supporting the organisation and shaping it to be the company it is today.

IAN GORDON
CHAIRMAN









A MESSAGE FROM SAMANTHA WOOSNAM, HUMAN RESOURCES DIRECTOR



SAMANTHA WOOSNAM

Human Resources (HR) Director

Coverage Care

INVESTING IN OUR WORKFORCE

Over the past year, Coverage Care has made significant strides in several key areas. Our continued focus has been on both attracting and retaining talented employees and recruiting additional posts to support this. Workforce development is at the heart of our company's culture and the new posts support our continuous investment in our workforce.

We have also been busy implementing two new digital applications that will support employee engagement.

STAFF RECRUITMENT AND RETENTION

We have developed a workforce development strategy highlighting the skills our workforce has, what it needs to perform and how it links to our business strategy. This enables our targeted recruitment strategies to attract skilled professionals to join our team. It also provides a framework for succession planning and spotting talent early enabling development and readiness for promotion for employees who are seeking this route.

OVERSEAS RECRUITMENT

Over the past 12 months we have sponsored more than 46 employees to join our organisation from India, the Philippines and Africa.

This adds to our already ethnically diverse workforce bringing a wide range of cultures that together delivery high quality care in an inclusive environment we are proud of.

This drive to attract applicants from overseas is helping us to manage the day-to-day staffing levels within our homes where we have struggled to recruit from within the UK. The success of this programme has enabled us to provide dedicated and committed support without risking the quality of our care provision and reducing agency spending.

To assist with the programme and ensure ongoing support we recently recruited an HR Co-ordinator for Overseas Recruits. We are mindful that extra support is required in finding housing, settling into our communities as well as ensuring that our induction training is tailored to ensure that recruits understand their roles and responsibilities and supported to settle in.

Alongside this we are keen to ensure that care as a profession is given the recognition it deserves by promoting the important work of carers and “care as a career”, ensuring that our hourly rates reflect this. Our job postings highlight the unique benefits of working at Coverage Care, emphasising our commitment to employee well-being and growth opportunities.



THE SUCCESS OF THIS PROGRAMME HAS ENABLED US TO PROVIDE DEDICATED AND COMMITTED SUPPORT

**COVERAGE CARE
REGARD OUR STAFF
AS OUR MOST
IMPORTANT ASSET.**



RETENTION EFFORTS

Coverage Care regards our staff as our most important asset, so recognising this value, we have prioritised staff retention initiatives.

Regular feedback sessions, mentorship programs, and professional development opportunities have contributed to higher employee satisfaction and reduced turnover.

Development and Support Team staff members formerly known as 'on boarders' play a crucial role in supporting new employees. So much so that this year Lea Fretwell who was our first 'onboarder' was promoted to Development and Support Manager and now oversees and delivers the departments important work that involves supporting apprentices, those who are new to care and employees who struggle with learning but can succeed with extra support. They ensure a smooth transition by providing training sessions on care plans, dementia care, and moving and handling.

By working alongside employees giving real on the job support and training, they help build confidence and skills. They provide integration support for employees from overseas, with

tailored induction plans and in role support to help with the transition. Coverage Care remains committed to fostering a supportive and growth-oriented environment.

Our investment in staff recruitment, retention, and personalised support will continue to drive our success.



COVERAGE CARE REMAINS COMMITTED TO FOSTERING A SUPPORTIVE AND GROWTH-ORIENTED ENVIRONMENT.

PAY RATES

Coverage Care Services has always offered competitive pay rates and often higher salaries than our competitors to attract the right skills, experience and talent into our homes.

So, when the Government increased the national minimum wage by 9.8% on 1 April 2023, Coverage Care wanted to maintain this commitment to offering competitive pay rates, even in the face of significant increases in costs. We have maintained this philosophy for the past five years.

Coverage Care made an investment of £1.8m to maintain the pay differential demonstrating a strong dedication and commitment to our staff. This approach not only helps in attracting the right talent but also in retaining employees who feel valued and well compensated.

OUR HIRING STRATEGY HAS SEVERAL POSITIVE IMPACTS THAT BENEFIT ALL EMPLOYEES AND DRIVE BUSINESS GROWTH WHILST SUPPORTING LOCAL COMMUNITIES.

ETHICAL EMPLOYMENT

All our homes are deeply connected to their local communities. We partner with local organisations such as schools and local job centres offering work experience and apprenticeship opportunities.

Recently, we have been working with the Department for Work and Pensions, local job centres and partner organisations offering employment and training.

Our Development and Support Officers are a first point of contact and are available to offer support, advice and answer any questions to ensure new employees transition into their new roles comfortably. They also provide induction training to help with other challenges such as language, reading and listening skills.



OUR DEVELOPMENT AND SUPPORT OFFICERS ARE A FIRST POINT OF CONTACT AND ARE AVAILABLE TO OFFER SUPPORT, ADVICE AND ANSWER ANY QUESTIONS

DIVERSITY

Diversity is increasingly being seen as an enabler and a strategic priority to succeed in the evolving global marketplace. Research has shown that companies with employees from a variety of ethnic backgrounds are 35% more likely to outperform their competitors.

When companies harness the power of their employees' diverse experiences, knowledge, and skillsets, it can drive innovation, better decision-making and leadership, and positive organisational culture shifts – and ultimately, business growth.

EMPLOYEE ENGAGEMENT

Employees are increasingly seeking to work for employers with strong reputations, where staff feel they can give something back to society.

The effect that our ethical and diverse employment strategy has on wider employee engagement is a positive one.



CATRIN CORCORAN

HR Co-ordinator for overseas recruits

Cat joined Coverage Care in April this year as our new “HR Co-ordinator for overseas recruits”. She has made a real difference to the support we are able to offer to those who have joined us from overseas. Her work includes assisting new employees with the necessary administration, finding appropriate housing and connecting employees with support services in the community. She plays an important part in ensuring that we as an organisation are compliant in our employment of migrant workers.

“I HAVE BEEN REALLY BUSY SINCE STARTING IN APRIL AND HOPE THAT I HAVE MADE A REAL DIFFERENCE TO OUR NEW EMPLOYEES WHO HAVE SETTLED WITH US, WE HAVE BEEN REALLY LUCKY TO HAVE SOME GREAT PEOPLE JOIN US WHO ARE COMMITTED TO ENSURING THAT THOSE WHO USE OUR SERVICES ARE SUPPORTED AND WELL CARED FOR.”





GROWING OUR TALENT

Coverage care has had a significant increase in new starters this year, marking a period of unprecedented growth and commitment to excellence in care.

We have successfully attracted two additional and highly skilled and experienced Operations Managers to support the care home managers deliver exceptional care in our homes, an Assistant Property Manager, crucial to supporting overall compliance in the properties where we operate, an Overseas Recruitment Coordinator who will lead on our overseas recruitment program, two IT Technicians who will support the huge investment we have made in our technology infrastructure and a Marketing and Communications officer who will share and celebrate all that happens in our homes.



RUDOLPH FLORES
Care Home Manager
Cottage Christian

Rudolph Flores joins as Care Home Manager at Cottage Christian in Newport. Rudolph is an internationally trained nurse originally from the Philippines, with 17 years of experience in the nursing field. His journey in healthcare began in 2009 when he moved to the UK and started his career as a carer. Seeking to broaden his horizons and further his career, Rudolph relocated to Canada, where he continued to build his expertise in healthcare. Upon returning to the UK, Rudolph completed the NMC Overseas Nursing Programme, officially registering as a nurse. His dedication and skill quickly propelled him through the ranks within the private sector. He first became a Nurse Team Lead, then advanced to Deputy Manager/Clinical Lead, and eventually joined the management team.

In his previous role, Rudolph managed a high dependency unit, providing care for residents with complex needs as well as general nursing. His leadership and commitment to high standards in care were evident as he ran a 28-bed home, part of a multi-site facility for

individuals with disabilities and complex needs. Rudolph is very excited to be working at Coverage Care and said:

"THROUGHOUT MY CAREER, I HAVE BEEN A STAUNCH ADVOCATE FOR EXCELLENCE IN NURSING CARE. I CONTINUE TO TRAIN, INSPIRE, AND LEAD MY TEAM, ALWAYS STRIVING TO IMPROVE THE QUALITY OF LIFE FOR THE RESIDENTS UNDER MY CARE. MY JOURNEY FROM A HUMBLE START TO A LEADERSHIP ROLE EXEMPLIFIES MY UNWAVERING COMMITMENT TO THE NURSING PROFESSION AND MY PASSION FOR MAKING A DIFFERENCE IN THE LIVES OF OTHERS."



KYLE THORPE
Deputy Manager
Cottage Christian

Kyle has been working in care since he was 19 years old, starting out at a small care home in Newport, Shropshire, as a carer. After a little over a year, he was promoted to senior care assistant. He then became a Care Practitioner for another care organisation, where he used his skills to manage a team of care staff and support the nurses on duty. This role led to him being approached to become a Nursing Assistant, where he learned a variety of clinical skills from his colleagues and through training. Kyle worked with extremely clinically vulnerable residents, ranging from individuals with learning difficulties to those with spinal injuries, ventilator use, and tracheostomy management.

He then went on to head up an Enablement Unit, which gave him the opportunity to develop the skills required to effectively liaise with external professionals such as therapists and social workers. Now, Kyle is happy to be working for Coverage Care as the Deputy Manager of the Cottage Christian. He looks forward to collaborating with the great team at the home and across the organisation.

This surge in new talent is a testament to our robust recruitment strategy and our reputation as an employer of choice.

The new starters come from a variety of backgrounds, bringing fresh perspectives and innovative approaches to care. Coverage Care is confident that the new team members will further enhance the quality of service provided to residents and contribute to the company's ongoing success.

"WE ARE THRILLED TO WELCOME OUR NEW COLLEAGUES," SAID SAMANTHA WOOSNAM, HR DIRECTOR. "EACH OF THEM BRINGS UNIQUE STRENGTHS AND A SHARED PASSION FOR CARE THAT ALIGNS WITH OUR MISSION. THEIR INTEGRATION INTO OUR HOMES HAS BEEN SEAMLESS, THANKS TO OUR COMPREHENSIVE ONBOARDING PROCESS AND THE WARM WELCOME FROM OUR EXISTING TEAM."

Coverage Care continues to set the standard for care services in the region, and the addition of new staff is a key component of its strategic plan to meet the growing demand for high-quality care.



TRAINING

Staff training and personal development is always a key priority for Coverage Care we are always looking at providing innovative ways to support our employees to grow and reach their full potential.

We are prioritising our dementia strategy and workforce development to enable staff to develop further clinical skills. We are working with OSKA to provide wound care training and a variety of other clinical training opportunities to both care staff, nurses and shift leaders to ensure they recognise frailty and deteriorating residents.

We are committed to train our workforce with the recommended training modules, one of which is the Oliver McGowan mandatory training on learning disability and autism. This ensures our workforce have the right skills and knowledge to provide safe, compassionate and informed care to autistic people and people with a learning disability.

CELEBRATING LONG SERVICE

Across our 11 homes, we have lots of shining examples of individuals who started their career with us at apprentice level and are now either part of the management team or are on their way. When a member of staff joins coverage care, they are given the support, training and development to grow. Our staff retention figures speak for themselves

4% of staff have **20 years** or more service

13% have **10 years** or more service

83% of staff have up to **10 years'** service

40% have more than **5 years'** service

5,790 years served from **1,014** staff

Without doubt our workforce is our biggest asset and we would like to celebrate some of those within our organisation who have dedicated considerable service with us.



LIZ DORRICOT
Activities Assistant
 New Fairholme

Liz has worked at New Fairholme in Oswestry for the last 37 years. Liz started her career as a state registered nurse, but once she started a family, she looked for a job in healthcare that could work around family life. She started at Coverage Care as a care assistant in the new dementia unit and Liz’s career progressed to Unit Manager. During her time at New Fairholme, Liz has done nearly every job going from laundry, cook and even maintenance to fix the plumbing! Liz has reduced her hours and is now Activities Assistant. Liz currently has no plans for retirement, “Why would I retire?” says Liz,



“I’VE ALWAYS BEEN VERY HAPPY HERE, THE WORK FITS AROUND FAMILY LIFE, AND I HAVE A GREAT MANAGER, WHO ALWAYS LISTENS AND IS SO APPROACHABLE AND I REALLY ENJOY MY JOB.”



BOBBIE CARTER
Night shift care Assistant
 Briarfields

Bobbie Carter has worked at Briarfields in Shrewsbury for the last 34 years. Bobbie moved up to Shropshire from Surrey in the 1970’s. As she didn’t have friends and family in the area, and being very content with being at home with her children when they were young, she didn’t want to leave her children with strangers when she went out to work, so she took the role of night care assistant, which worked around her home life.



“I FIND IT VERY COMFORTING WORKING AS PART OF A TEAM, IT’S ESPECIALLY IMPORTANT WHEN YOU WORK NIGHTS AS THERE ARE FEWER OF YOUR COLLEAGUES AROUND. WHEN YOU ARE PART OF A TEAM THEN I DON’T THINK OF IT AS WORK, AND I HAVE THE BEST MANGER I HAVE EVER HAD.”



CLAIRE CHILDS
Home Manager
 Innage Grange

Claire has worked at Innage Grange for the last 34 years; it’s become a huge part of her life. So much so, Claire often refers to it as her second home.

Influenced by her own mother’s career in the health sector, Claire knew from a young age she wanted to follow in her footsteps and become a social care professional.

From as young as 13 she worked in a residential home and then at 17 went to college to study health and social care. By the age of 19, Claire was appointed as a care assistant at Grange House and over the years has progressed to become home manager – a position she is very proud to hold.

We would like to say a huge thank you to Liz, Claire and Bobbie for all their hard work and commitment over the years.

“I ALSO FEEL THAT I HAVE AN EXTREMELY SUPPORTIVE MANAGEMENT TEAM WHO I AM CONFIDENT TO ASK QUESTIONS AND GAIN MORE EXPERIENCE”

APPRENTICESHIPS

Apprentices have always been integral to our recruitment processes at Coverage Care and the scheme has enabled us to train a mix of school and college leavers, many of whom have risen through the ranks into the management team. Last year we partnered with SBC training to deliver apprenticeships to number of school and college leavers. Our latest addition to our apprenticeship team is Keeley Martin who is a school leaver at our Briarfields home in Shrewsbury undertaking her NVQ level 2 qualification.



KEELEY MARTIN
Apprentice Care
Assistant
Briarfields

Keeley said, “I have always been a caring person and loved the idea of helping others. Ever since I was a little girl I have wanted to work in care. I grew up watching my mum work as a care assistant and as soon as I was able to, I applied for a role in care myself.

“I chose to do an apprenticeship so that I could learn on the job. I’ve learnt so much since I started, and the staff here support me with learning more every day. I’m a very hands-on person and my experience has really grown during my time here so far.

“I have support from the staff as well as Development and Support Officers who come to see me often to see that I am doing well and observe my practice. I also feel that I have an extremely supportive management team who I am confident to ask questions and gain more experience.

“All the staff have been so welcoming and supportive. It means a lot to me to enjoy coming to work every day. I used to be such an anxious person, but I’ve really settled in and feel at ease now.

“I’m kept well updated with changes in my apprenticeship and my line manager helps me to plan work and reach my targets.

My job is so rewarding. I would recommend it to anyone who wants to make a difference.”

NEW DIGITAL TECHNOLOGY

Over the past 12 months we have been working on a new rostering application that will also manage annual leave, absence and time and attendance thereby enabling us to pay employees using the data from the system. The introduction of SONA has been a complex piece of work moving us from paper based manual procedures to a new automated streamlined process.

We have had excellent feedback from our teams who have been part of the trial run. Staff are able to see their rota on their apps, pick up shifts, book annual leave and feedback on how they are feeling after a shift among many other functions.

We have introduced WAGESTREAM to our employees which is a financial support and educational app promoting money management and saving. Among these support options is also the ability to draw down earnings for relief shifts, a few days after they have been worked. It is hoped that will help employees cover costs of unexpected expenses and for the company having our own employees covering shifts, rather than agency staff, can only be a good thing.



CELEBRATING DIVERSITY



SAND – Safe Ageing No Discrimination – is a community organisation which aims to improve the experiences and increase the expectations of LGBT+ people as they age in Shropshire and Telford & Wrekin.

I am pleased to say that Coverage Care has had a long relationship with Safe Ageing No Discrimination (SAND), indeed our previous CEO was a bit of a pioneer in the development of the business planning that sat behind SAND's successful Lottery Bid to Embrace a Culture of Inclusion.

Coverage Care continues the legacy working in partnership with SAND recognising we needed to be more active in our support and recognition of people's life choices and diversity.

We signed up to the SAND covenant committing to the five pledges as a starting point to achieve greater awareness and inclusion of LGBTQ+ in all our services.

The covenant includes five key pledges:

- 1.** Commit to providing the best possible quality services for older and old LGBT+ people
- 2.** Commit to learning what life can be – and has been – like for different LGBT+ people.
- 3.** Commit to vocally and visually supporting groups working with and for older and old LGBT+ people
- 4.** Commit to creating meaningful opportunities for LGBT+ people and groups to 'influence' what you do
- 5.** Commit to assess and evidence change, including work carried out to engage LGBT+ people (within the group/organisation and outside it)

NEWS ROUND UP

We have introduced LGBTQ+ Champions in the homes; they are identified by the LGBTQ+ flag badges that they wear. It is their role to raise awareness with residents and staff and to facilitate events throughout the year. The champions have been pivotal in our transformation as an organisation. We have agreed to focus on education and awareness starting with: LGBTQ+ history week, understanding language associated with the LGBTQ+ community and to hold events to celebrate Pride month.

We have supported Skills for Care and SAND by sharing our experience of meeting the 5 pledges through promotional videos and attending SAND's annual celebration event in 2023.



OUR AIM IS TO ENSURE EVERYONE IS EMPOWERED TO BE THEMSELVES AND LIVE THEIR BEST LIFE IN OUR SERVICES.

COVERAGE CARE ENHANCING QUALITY OF LIFE THROUGH PROACTIVE DETERIORATION MANAGEMENT

Coverage Care's commitment strives towards the delivery of superior care and preserving the dignity of our residents. We endeavour to ensure continuous improvement in resident care and have embarked on a 12-month project to further improve managing adult deterioration and frailty in our homes.



OUR AIM IS IN ENHANCING THE QUALITY OF LIFE FOR RESIDENTS, BY MINIMIZING UNNECESSARY HOSPITAL ADMISSIONS AND AMBULANCE CALL-OUTS BY 20%.



COVERAGE CARE'S COMPREHENSIVE MEDICINES MANAGEMENT STRATEGY

The Shropshire, Telford and Wrekin Integrated Care Board (ICB) is in the process of developing a training session to aid in the reduction of medicine waste, with the aim of providing it to GP surgeries, pharmacies and care homes. As part of our commitment to consider and implement projects which support sustainability, we (Coverage Care Services Ltd) agreed to work with the ICB on their project.

An initial meeting involved the ICB delivering their new training session, which investigated the medication ordering cycle in detail. We were able to assist in providing feedback, which quickly identified the requirement for additional data collection. As a result, this has expanded the project further, and we are now involved in collecting data with the aim of improving practices and ensuring our residents receive their medication in a safe and timely manner.



COVERAGE CARE FOSTERS A CULTURE OF CONTINUOUS IMPROVEMENT

Development and Support Officers, formerly known as Onboarders play a crucial role in supporting new employees, including apprentices and displaced workers. They ensure a smooth transition by providing training sessions on care plans, dementia care, and moving and handling. By shadowing new employees, they help build confidence and skills.

They provide integration support for employees from overseas, the officers assist with integration into the local community. This includes providing information on housing, schools, and utility bill payments.

The officers also support activity coordinators in Coverage Care homes. They facilitate with an Operations Manager an activities network group where resources and ideas are shared. Additionally, they have sourced a Facebook group for all care homes across the UK to use to share ideas to provide suitable entertainment for residents taking into account their interests, abilities and health needs.

The officers ensure that all staff are fully trained on electronic media, such as activity

tables which provide residents with games like darts, solitaire, quizzes, and sensory experiences tailored to those with dementia. They have taken the lead on Coverage Care dementia training including a new module to be introduced on the corporate induction linking dementia with a positive dining experience.

Coverage Care collaborates with Partners in Care to offer further training for activity coordinators. These free sessions allow coordinators to share ideas, support each other, and enhance services for people with dementia.

Continuous improvement is a journey that requires commitment, investment, and persistence. By empowering frontline staff and fostering a culture of learning and problem-solving, Coverage Care can achieve operational excellence and enhance care quality and safety.



A MESSAGE FROM HELEN WOODVINE, FINANCE DIRECTOR



HELEN WOODVINE
Finance Director
Coverage Care

It is an important responsibility of the Board of Directors to ensure that the organisation remains on a solid financial foundation so that Coverage Care can continue to provide a quality service to those who rely upon it.

Managing cost pressures linked to high levels of inflation has been an important factor this year, making financial planning difficult. However, a cautious approach and regular financial review and flexing of budgets where appropriate has meant we have been in a strong position to respond to challenges as they have arisen.

The trading surplus for the year was £2.42 million. The occupancy levels and operational performance of the society is considered to be good. The good occupancy levels have meant that the Society has been able meet the additional inflationary cost increases and

continue to invest in its staff through improved pay rates and supporting them with increased living costs through one off payments. 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.

“WE CONTINUE TO INVEST IN STAFF THROUGH IMPROVED PAY RATES AND SUPPORTING THEM WITH INCREASED LIVING COSTS THROUGH ONE OFF PAYMENTS.”

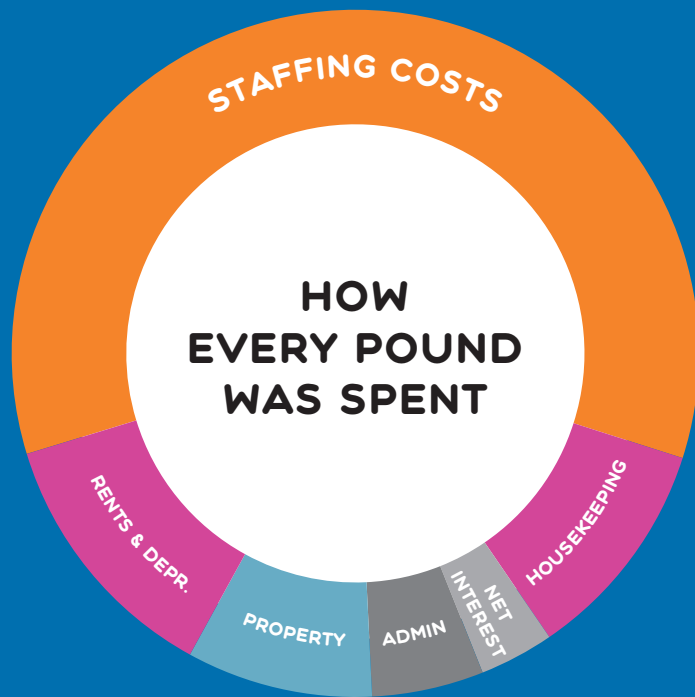
The organisation’s capital reserve remains stable and healthy. The Final Accounts Net Surplus increased from a surplus of £1.97 million in 2022 to £2.42 million in 2023. This represents a 94% investment of Coverage Care’s total income on providing its services. It is the not-for-profit nature of the organisation that allows such a high proportion of income to be put straight back into service delivery.

Coverage Care’s homes are its main asset and during the year significant investment was made in plant and outdoor spaces, IT

infrastructure including new servers, and furnishings.

Looking ahead there will be further investment into our homes through some specific refurbishment projects and investment in sustainability. The Society has committed to investing in projects that will reduce the Society’s carbon footprint, including implementing solar panels at two sites in the year. Significant further investment is also being made in our IT systems, following on from infrastructure improvements completed this year, embedding new digital systems and further digitalising current manual systems.

Recruitment is a challenge for the sector nationally, and remains a key challenge for the Society, improving staff remuneration and supporting staff has contributed to improve recruitment and retention over the year. This year we have focused on staff recruitment and retention, including the release of a new workforce development strategy.



STAFFING COSTS

76.3%

RENTS & DEPRECIATION

5.4%

PROPERTY EXPENSES

6.5%

HOUSEKEEPING

6.2%

ADMINISTRATION

4.6%

NET INTEREST

0.9%

CARE & OCCUPANCY

£	2022/23	2023/24
Occupancy	95%	97%
Residential	308	290
Nursing	313	331
LD	7	7
Extra Care	62	31
No. of staff	998	1,009



97%

OCCUPANCY

UP FROM 92.75%
IN 22/23



**£37.8
MILLION**

**RESIDENTIAL CARE
FEE INCOME**

UP FROM
£34M IN 2022/23



**£27
MILLION**

**OUTGOING
ON RESIDENTS**

UP FROM
£25.8M IN 2022/23

INCOME

£	2022/23	2023/24
Residential Care Fees	34,088	37,822
Grant Income	183	0
Other income*	1,086	648
Total	35,357	38,470

EXPENDITURE

£	2022/23	2023/24
Outgoings on Residents	25,870	27,021
Outgoings on Property	3,733	4,293
Management and Admin	3,240	4,400
Net Interest	539	332
Total	33,383	36,047

Surplus (deficit) for years	1.97 million	2.42 million
-----------------------------	--------------	--------------

* Other income includes Extra Care income in relation to Chillcott Gardens
The Society ceased Management of the Care contract at the site in September 2023

GREEN GROWTH

Due to our continual investment in digital technology, we have already seen a huge reduction in paper consumption as a range of core administration processes have been digitalised. Our care plans, training, patient monitoring and health and safety systems are all now paper free, not only making us more sustainable but enabling us to work smarter. This frees up time which would otherwise have been spent doing paperwork - time we can now spend doing what we do best, providing the best possible care for our residents. Our investment will continue into 2025 with our payroll, time and attendance, and purchase order systems also becoming digital across the whole organisation as it is currently in the pilot stage.

We are always looking at better ways to improve our carbon footprint in any project we do and all investment into our home improvements is now carried out using greener alternatives. We source any products and equipment needed such as LED lighting to take advantage of the huge savings in energy costs as well as being more environmentally beneficial due to their lower power demand.

The use of fossil fuels is the largest contributor

to global climate change, so moving away from our reliance on them is essential if we are to prevent global warming from going above 1.5 degrees by 2030.

Using solar energy as a greener alternative has been at the top of our priority list and we are pleased to announce that one of our homes, New Fairholme is having solar panels installed during Autumn 2024 with a further home identified later in the financial year. Solar panels create roughly 12 times less carbon than natural gas and 20 times less than coal, so the benefits are clear. There will be further investment year on year.

Major environmental investment has started this year to improve outside spaces for our residents across our homes. Work has been completed on the outside spaces of two of our homes with other homes benefiting from the improvements in 2025.

All groundworks in our outside spaces will be permeable to help with rainwater run-off and prevent flooding. The permeable surface acts as a buffer and allows rainwater to slowly seep into the ground materials, slowing the rate of water flow entering the drainage system which prevents the system from becoming overloaded and thus preventing flooding. A lot of the rain that falls on permeable surfaces is also soaked up and evaporates back into the air.

A JOURNEY TOWARDS SMART HEALTH

As part of Coverage Care's continued improvement in all areas of its work, the senior management team have continued the company's journey towards smart health by implementing the second phase of our digital transformation plan. Further modules on our care planning system have been piloted throughout this year and will be rolled out in September 2024.

One of those modules is a pain scale app which uses artificial intelligence to support the provision of best practice pain management to people, including those who cannot verbalise their pain, those who can self-report, and those who fluctuate between the two. The app allows care staff to improve pain assessment and treatment for residents with moderate to severe dementia.

MANAGING PAIN, IMPROVING LIVES

Pain affects people differently. It can be a complex experience and often requires the involvement of many people within a care setting. Understanding the perspective of all those involved and affected by pain ensures the

best care can be provided to those in need, especially when they don't have the ability to reliably self-report their pain themselves. Using AI technology, the app identifies the presence of pain even when it's not obvious; The smart phone camera looks at the person's face then analyses the images using AI driven facial recognition. It automatically recognises and records facial muscle movements indicative of pain.

Care staff then use the app to observe and record pain related behaviours such as movement and how pain is vocalised by the person.

The app calculates an overall pain score and stores the results securely. These insights can be used to guide decision-making, inform care planning, and ensure residents receive effective pain management by being responsive to our residents health needs. The technology is a proven medical device and is now licensed in over 1,500 care homes across the world.

DEMENTIA STRATEGY

Dementia is one of the major health and social care challenges across the world, affecting 47 million people, we have a mature dementia strategy to support people living with dementia. Throughout this strategy, we have built dedicated dementia units in our homes, invested in interactive digital technology and delivered trailblazing dementia training to all our employees. However, we are not resting on our laurels. By 2026 we have set out to be the best care provider in Shropshire for people living with dementia and have developed a further two-year Dementia Strategy that sets out our vision and the actions we will undertake to achieve this.

We will focus on 10 key areas to ensure our dementia strategy is core throughout all the work we do.





A MESSAGE FROM DEBBIE PRICE, CHIEF EXECUTIVE

We are celebrating another incredibly busy 12 months and will be moving forward with new initiatives and opportunities to improve our services.

As we forge new relationships with partner organisations, I recognise how much there is to do to make sure we truly offer the very best services we can in Shropshire, Telford and Wrekin. The driving force is our shared vision across the whole of the workforce to support our residents to live “their best lives” and I am truly blessed to have talented, dedicated and kind people working for Coverage Care who often go that extra mile for our residents.

Meaningful engagement especially with our residents and their families can be a challenge; recently we have started to email links to short surveys to try and capture feedback on our services. We need residents and families to share their experiences to help inform the decisions we make to implement change or in many cases to continue where we receive positive comments. I cannot say this enough: your voice matters.

MY COMMITMENT TO YOU:



CONTINUE TO LISTEN



CONTINUE TO LEARN



CONTINUE TO INNOVATE

To consider new ways of working to enhance our care and support services and grow our partnerships in local communities.

A TRIBUTE TO MIKE MORRIS

It is with great sadness we had to say goodbye to Mike in 2024.

His passing is a huge loss to the organisation who not only lost a highly skilled and knowledgeable non-Executive Director but to many a cherished friend.

Mike will be remembered for his quick wit, wicked sense of humour and as a kind and insightful businessman. It was an honour to work with Mike, he shared his wisdom widely and truly made a difference.

DEBBIE PRICE
CHIEF EXECUTIVE

For a remarkable 10 years, Mike Morris was a cornerstone of Coverage Care in Shropshire, a beacon of strategic direction and leadership.

His tenure as a non-executive director was not just a role but a testament to his unwavering commitment to excellence in social care.

From the very inception of Coverage Care nearly 30 years ago in his role as an Assistant Director at Shropshire Council, Mike was instrumental in shaping the organisation it has become today. He was a strong advocate and at times a challenge to the social care provider community especially during negotiations with Shropshire Partners in Care. His profound insights into the social care landscape have been invaluable, ensuring that Coverage Care not only met but exceeded the high standards expected by the community and regulatory bodies.

Mike's contributions went beyond policy and management; his dedication to compassionate care has left an indelible mark on the hearts of those he served.

As the Chairman of the Shropshire County Pension Board from 2015-2021, Mike's expertise was pivotal in guiding the council through the complexities of pension scheme regulations. His leadership contributed to the effective management of the pension fund, securing the

futures of public sector employees across the county and through TUPE coverage care staff.

Today, we honour our friend Mike Morris, a man whose legacy is woven into the fabric of Coverage Care and the Shropshire community – a legacy of integrity, service, and a deep-seated desire to make a difference.

His enduring legacy here at Coverage Care and his significant role in managing the pension fund for Shropshire's public sector employees will be remembered and celebrated for years to come.



MIKE WILL BE REMEMBERED FOR HIS QUICK WIT, WICKED SENSE OF HUMOUR AND AS A KIND AND INSIGHTFUL BUSINESSMAN.

THANK YOU MIKE.

- ☎ 01743 283 200
- ✉ enquiry@coveragecareservices.co.uk
- 📍 Allison House,
Oxon Business Park,
Shrewsbury SY3 5HJ

Registered in England and Wales
as a not-for-profit registered society
Registration Number: 28304R