



Impact Report Year One

Home From Home Care Limited

October 2015



Contents

1. CEO Overview	03
1.1 Organisational Summary	04
1.2 Commitment to Social Value	05
2. Social Purpose and Context	06
3. Who Benefits?	08
4. Activities and Operations	10
4.1 Micro Communities	11
5. Stakeholders	14
6. Evidencing Social Value	16
6.1 Current Management	20
6.2 Future Plan	21
7. Other Issues: Transparent & Open Systems	22
Appendix 1 – HFHC Structure	24
Appendix 2 – HFHC Newsletter	25



1. CEO Overview

Thirty-seven years ago, opening care homes didn't figure in our lives. Then when Laura was six months old, we were told:

"Your daughter is mentally handicapped, she might live, or might not – we don't really know and, by the way, good luck."

Later, when Laura's specialist residential college placement was ending, our quest for residential care showed us how poor many services were. Environments were lacking and residents had no sense of purpose.

Doing nothing was never an option and so in 2004 we created Home From Home Care.

As a family, we are passionate about achieving our mission of making the difference.

We offer specialist residential care for adults with learning disabilities and complex special needs including

Autism, Epilepsy, Cerebral Palsy, Profound and Multiple Learning Disabilities (PMLD), sensory impairment, health and mental health issues.

We set high standards in everything we provide – from the design and layout of a home, to the colour of the curtains.

Creating a warm and homely environment is just the start – it is the quality of the care and support that is essential to delivering fulfilled lives for all our sons and daughters.

Combining our family perspective with experienced professionals, we create dynamic and therapeutic services around each person in exceptional environments, offering a full and active life to meet personal aspirations, delivering meaningful outcomes and fulfilled days.

Care is, too often, only reactive. At HFHC we always endeavour to deliver proactive care, enabling individuals to live in "the world on my terms", and supporting each person to reach their potential.

We believe in creating legacy, sustainability and long term social impact. This has been our focus for the last 11 years and has enabled the company to expand.



Paul de Savary
Home from Home Care CEO

1.1 Organisational Summary

Home From Home Care (HFHC) is a private limited company based in Lincolnshire and North East Lincolnshire, with plans to expand geographically.

We operate in the social care sector providing specialist residential care for 73 individuals with complex learning disabilities including associated health and mental health issues and employ over 300 staff.

Funding is provided by social services and/or NHS/CCGs. We have contracts with circa 36 Commissioning Authorities country wide, with many placements initiated by families and carers attracted to our high quality of care

and support and exceptional environments.

We offer and create expectation and hope.

All of our systems are based on transparency and collaborative working. The operational 'glue' is a single IT & Management Platform incorporating our way of working and governance including the Care Quality Commission (CQC), Safeguarding, HR law, Health & Safety, outcomes for Commissioning Authorities etc.

Using central permissions and access levels, as part of a suite of data security measures, it connects all staff and, progressively, every process.



Our Core Values

The world on my terms

We support each Service User to live life on their terms by making their complex world more sustainable and life more fulfilling.

Transparency

An open and honest organisational culture, enabled by innovative systems, where problems are identified, and solved in a positive environment.

Reaching out

Providing hope and support to families who are looking for positive solutions to care, and changing the perception of individuals with learning disabilities and complex health and mental health issues within local communities, and society as a whole.

1.2 Commitment to Social Value

We set out to create fulfilled lives for the Service Users we support. We give hope to desperate families and carers seeking the best for their adult child.

We save money for Commissioning Authorities across the UK, who might otherwise place individuals: in more institutional services; more expensive services; or, with providers who promise big and fail to deliver. This can result in high emotional and mental cost to the individual and their family, as well as additional cost to the Commissioning Authority.

Exceptional staffing is key to delivering exceptional care and support. Social value is built into our employee offer and includes: training and career development; mentoring and tailoring each supervision discussion to the employee; and flexible working opportunities.

We actively seek to change and create roles to maximise staff skills and build self-confidence, whilst equally valuing those staff who are content and perform well in their current role. We invest circa 9% of our income in training and staff development.

We provide high quality and value-for-money care enabling those we support to live a more fulfilled life. We create jobs in the local economy and support local businesses and suppliers.

Our model is both profitable and has a high social impact. This impact report provides investors a summary of our approach, developed and proven over 11 years, and how to find out more information about investment.

We regularly provide information and engage with our stakeholders:

- Each parent/carer receives weekly (or in some cases daily) communication with their dependant in an agreed format and specific to each person – however, information and actions have to be appropriate to data protection, mental capacity etc. as well as being subject, in a very limited number of cases, to the Court of Protection
- Monthly 4-page staff updates sent to all staff
- Every quarter we send out a Parent/Carer Update to all of the parents/carers which is made specific to each of our current nine homes

- We organise a May Ball and August Barbecue to which all parents/carers are invited
- Each parent/carer is invited to attend an annual review of their dependant which also includes the service manager and key members of the company's staff team
- Each parent/carer can have regular visits with their dependant and/or we will meet them en-route, as we have people from all over the country
- We are regulated by the Care Quality Commission and all of our services are currently rated 'Good'. We are always striving to attain 'Outstanding'

£2.27 billion

Expenditure on adults with learning disabilities in care homes

Source: National Audit Office analysis of Health & Social Care Information Centre data, PSSEX, 2012-13



2. Social Purpose and Context

Created by Parents to Make a Difference, we provide high quality specialist residential care homes for adults with learning disabilities and complex special needs including Autism, Epilepsy, Cerebral Palsy, PMLD, sensory impairment, health and mental health issues.

Our vision is to change the world of care and enable many other adults with a range of needs to live 'the world on my terms'.

We are passionate about the long term as our model is built around legacy and sustainability. This gives greater stability and makes our model of care different.

We have invested significantly in understanding every detail of how care is provided, by dissecting each element to the lowest level.

We have built our systems around each part, creating more effective management strategies and methods of delivering care. Our aim is precision care.

Our belief in people reaching their potential in life extends beyond Service Users and encompasses staff. Our ethos is to provide

excellent training and mentoring and give new skills to people, some who have never worked before. We also assist unemployed people to move from Welfare to Work, working with Jobcentre Plus in deprived areas of high unemployment.

Our responsibility for social and environmental matters threads through our monthly Operations Reports, which provide various perspectives of the business including: Quality Assurance & Compliance, Care Outcomes & Issues, HR, Recruitment, our own Agency, Training, Marketing, Referrals and Assessments.

These insightful reports circulated to the board with monthly Management Accounts, demonstrate performance as well as adherence to bank covenants. Monthly reporting allows quarterly board meetings to be more strategic.

We have extensive governance and measurement in place, which permeates to all levels of our business. We are regulated

by CQC, and comply with Health and Safety, HR law etc. Our QA & Compliance processes incorporate these, as well as the outcomes for service users etc.

We initiate monthly unannounced inspections of all homes. We employ third party inspectors to make unannounced quarterly checks on Medication and Hygiene.

We employ other specialist trainers and consultants, including a senior ex CQC inspector, around more complex areas including Mental Capacity.

Training Courses by Staff



2. Social Purpose and Context continued

Our home managers attend a monthly Certificate of Compliance meeting, so that senior management gain a greater insight into the issues that lie behind the KPI's.

The Certificate includes reviewing: number of Care Hours delivered; Bank and Agency Staff; Staff Leavers; any suspensions or injuries at work; number of staff meetings and attendance; number of staff supervisions; number of Core Team meetings; Health & Wellbeing of service users (including outcomes of activities, Fulfilled days etc.); Safeguarding; Facilities Management; updating of key information on our systems; acknowledgement of Staff Role Accountability and more.

Other sources of information we use and which have impact are annual staff and parent/carer questionnaires, feedback of data from the 20% of training that is delivered in the homes and which links the outcomes found in the homes with the theory taught in the training room.

Any variations in any of this data creates alerts and protects against mission drift. Our Continuous Improvement Focus and Management Support Focus enable speedy input of additional support as and when identified.

All of our properties have been developed during the last 11 years, with an uncompromising approach to quality in all its forms. Energy is a big cost and we are always looking at ways to make savings e.g. we have changed over 1,000 light bulbs to low energy which should give us a 60% energy saving, whilst increasing lifespan.

Our facilities management systems are being made real-time, as a better understanding of use/consumption creates the opportunities to originate solutions, which also need to take

into account the complexities of the people living in the homes.

In the general context of social impact around care, our unique IT & Management Platform creates transparency to issues at their earliest stages, which creates the opportunities to find solutions before the issues effect culture. We realised long ago that care is a journey and that there is no arrival, as solutions throw up the next possibilities in our focus on creating more precise care and support.

Risks

- Living wage - we are mitigating the risk of increased salaries through the new Living wage by assuming a full hit in our 2016/17 budget
- Reputational risk – our systems are increasingly transparent making staff accountable
- Level of fees – we have 36 Commissioning Authorities and support very complex individuals who are settled and would be seriously affected by any move (which could result in higher costs) – the ultimate sanction from a Commissioner

Opportunities

- Scale up, evidenced by the increase in our net asset value from £358k in 2010 to £10.227m in 2015
- Proven management team who survived Bank of Scotland's implosion in 2008 and their withdrawal of bank facilities at a critical moment
- A unique IT & Management Platform that will ultimately make care more predictive

3. Who Benefits?

Service Users

We provide care and support for 73 of the most vulnerable adults in society with learning disabilities and complex special needs including Autism, Epilepsy, Cerebral Palsy, PMLD, sensory impairment, health and mental health issues. We also offer Day Opportunities for those who don't live in HFHC homes.

Staff

Our 300 plus staff include:

- Graduates
- Ex forces
- Long term unemployed
- Those seeking a career change

Our staff include a significant proportion of young people for whom we are their starting point to create meaningful careers.

Families & Carers

We focus on understanding the needs of complex individuals, so that we can create appropriate services, which will make a difference to their lives.

We uniquely attend over 120 transition events around the country where we meet, listen and talk to families and carers. Where the specialist nature of our service means a placement may not be appropriate, our advice and interaction is our way of extending hope and inspiration.

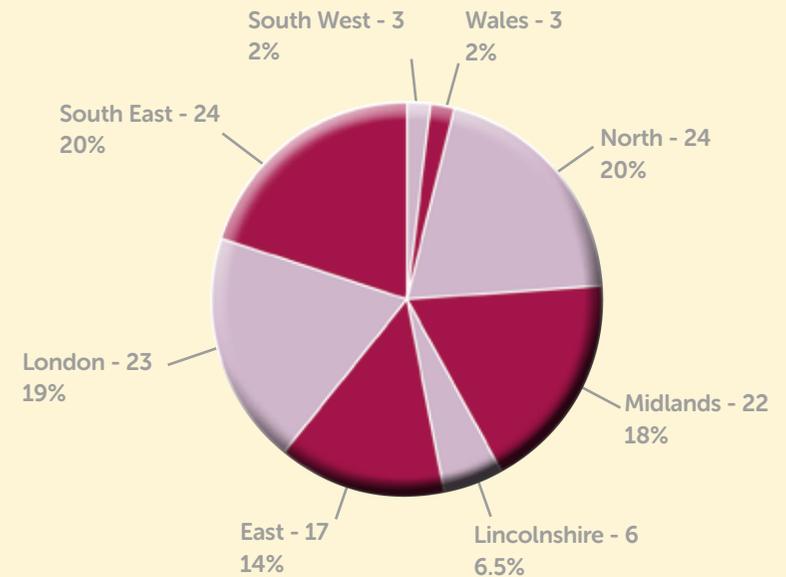
Jane*, Service User

Jane was born blind with a severe learning disability and lived in her previous home for ten years, where her needs were no longer being met. Soon after moving into HFHC, her new staff realised she had the potential to do things that she had previously given up on. Soon she was swimming after a break of nine years and now also enjoys horse riding. Jane's Mum commented:

"As a family we are bowled over with the entire setup, the approach staff have with Jane, allowing her to have full independence but always being there for her when they feel the need is right."

*anonymised to protect confidentiality

Events attended in 2014/15



3. Who Benefits? continued

Commissioning Authorities

Our innovative approach to care and support can offer more cost effective solutions for complex individuals.

Better outcomes for the individual, whilst delivering value for money for taxpayers, is a win/win.

Investors

Investors benefit from the stability of our sustainable long-term approach and its focus on service users and staff.

This also permeates through the financial model and helps to drive our effective risk management solutions to modern day care.

Society

Well supported service users out and about in the local community help to change attitudes and breakdown barriers at the micro level.

We provide local employment and investment into the community by building and operating new specialist care homes that create jobs and economic activity, whilst providing greater opportunities for social integration.

Andrea*, Staff Member on Access to Work Programme 2015

"I love my job and want to know more about it; get more practice, more knowledge and professional skills. I would like to say thank you to all the guys who have been supporting me".

A Commissioner recently stated

"HFHC is saving us annually 25% (£85k) on previous fees for 2 complex individuals. And their quality of life has dramatically improved"

We absorb the costs of our comprehensive assessment for each prospective Service User.

Ben*, Service User

Ben celebrated five years working at a local café this year where he started a work trial in 2010 and progressed from working one to three days a week. Supported by staff, Ben washes up, cleans tables and delivers meals to customers' homes at times of bad weather or their ill health.

Ben's regular customers and friends from the home, and within the local community, held a surprise party where customers and staff gave him cards and presents.

* anonymised to protect confidentiality



4. Activities and Operations

HFHC offers a range of specialist residential services, which are continuously evolving to meet the complex needs of adults requiring a bespoke service.

Our uncompromising approach, ongoing investment and commitment to a sustainable future, are reflected by our dedicated staff teams and high quality therapeutic services.

We carefully design and build flexible environments that meet each individual's needs and which facilitate the delivery of their person focused care and support.

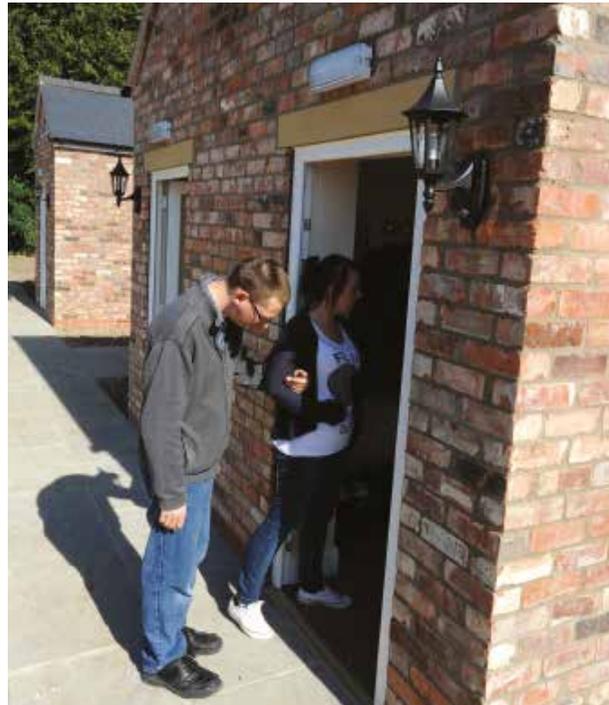
The care homes reflect our belief and experience that individuals respond to a warm and homely atmosphere. The homes offer spacious, communal environments for social interaction, balanced with privacy and personal space for each individual.

At the heart of each home is an open plan kitchen, dining & living space. Each person's own en-suite bedroom and personal living space is thoughtfully personalised to reflect their aesthetic and physical needs. Everyone has access to additional spaces including sensory and activity rooms.

Our services have enabled a number of people to

progress from living in a larger group to moving to a smaller group or single occupancy home.

For some this means they have their own front door and can choose when and how they participate with others. Likewise, other service users who were once unable to interact with others have developed social skills, and can now socialise on their own terms.



4.1 Micro Communities

In each location, we have designed and built different types and sizes of specialist residential homes, where small groups of compatible people can live together or on their own. This is a Micro Community.

The different services individually meet each person's care and support needs and their aspirations. For some they are also a 'pathway' to more independence.

The mix of people reflects the diversity of the wider community, which they access on their own terms. Micro Communities incorporate different CQC registered residential services, and benefit from:

Critical Mass of Staffing

Multiple staff teams working on one site create a high level of staff resource and flexibility covering most eventualities, including staff absences, individual and staff compatibility, and extra support for individuals having a difficult 'day'.

Social Interaction

Whilst the focus of interaction is outward looking at the wider community, a great deal of social interaction takes place within the Micro Community.

This may range from a couple of friends meeting for a coffee, to a larger group celebrating a birthday party or an impromptu BBQ.

Specialist Integration Homes

These are an evolution of our therapeutic residential care & support model, reflected in the design of the space and service delivery.

Each person has their own suite of rooms, allowing them to be totally independent from the other residents, or on their own terms, to be part of the group. For some the home may be a transition service and pathway into a more appropriate Micro Community service.



Spacious Living Areas

Each individual has their own spacious living room, as well as their bedroom and en-suite. Their personal living room allows for the installation of their own kitchen (if appropriate) and connects with the communal area in the home.

More Independent Living

The objective is that each person can, as required, live more independently without the need to integrate with others living in the home. The communal area can be a pathway to greater social integration, allowing each person to access it on their own terms.

Social Integration

Regardless of a person's level of complexities, whilst the focus is always on the wider community, the adjacent Micro Community also offers social integration with other individuals.

Intensive Support Workers

The most complex individuals benefit from HFHC's Intensive Support Workers (ISW's) who are specifically recruited and trained to work with a particular individual.

4.1 Micro Communities continued

Two of the outcomes that we focus on:

- Creating a person centred service and environment for a group of complex individuals living together, whose behaviours can be disruptive to one another.
- Creating a critical mass of skilled and well performing staff, without creating institutional care.

We achieve these outcomes with strategies that include the following elements:

- A high quality home tailored to a service user's specific needs
- The compatibility of service users living together
- A number of different and separately registered services in one location each with its own staff team using flexible and real time rotas
- The compatibility of staff to service users through a multi-level recruitment process

- A comprehensive and fully measured induction and training programme
- A method of close management and direction of staff
- The HFHC flex team, comprising staff who are familiar with service users and can be flexibly deployed as needed across different services
- A **Core Team** of staff around each service user who understand the 150 things which need to happen in their life, from personal care to activities, to supporting their sometimes challenging behaviour
- A range of structured **Layered Activities**, with measurable outcomes, relevant to living in the home and being out in the wider community
- **Designated Roles** for each team member which clearly sets out their responsibility in the efficient running of the home, showing the 'what', the 'why' and the 'how', running into many hundreds



Layered Activities, Core Teams, and Designated Roles are our three unique products.

They facilitate the delivery of care and support and their development is an ongoing process that becomes more effective with the progressive rollout of our IT & Management Platform.

4.1 Micro Communities continued

We have developed Core Teams, Layered Activities and Designated Roles - three unique products for the delivery of care and support. This is an ongoing process that becomes more effective with the progressive rollout of our IT & Management Platform.

Core Teams

Each individual being supported has a Core Team of staff built around them, who are matched to reflect the individual's needs and aspirations.

There are four people in a Core Team, each of whom has a function: coordination, wellbeing, activities and documentation. They report and record progress and achievement and consider new opportunities through monthly Core Team meetings.

Core Teams communicate their knowledge with other members of staff within a service, creating consistency and continuity of support. Staff may work across several Core Teams.

Layered Activities

Layered Activities is our unique approach to delivering fulfilled days. Activities are planned around each person's needs, wishes and interests to achieve relevant and meaningful outcomes.

Specific activities are continuously reviewed allowing flexibility, variety and choice, according to the individual's changing needs, wishes and interests.

Layered Activities allows flexibility in the way care and support are delivered, facilitating higher levels of staffing necessary for priority activities.

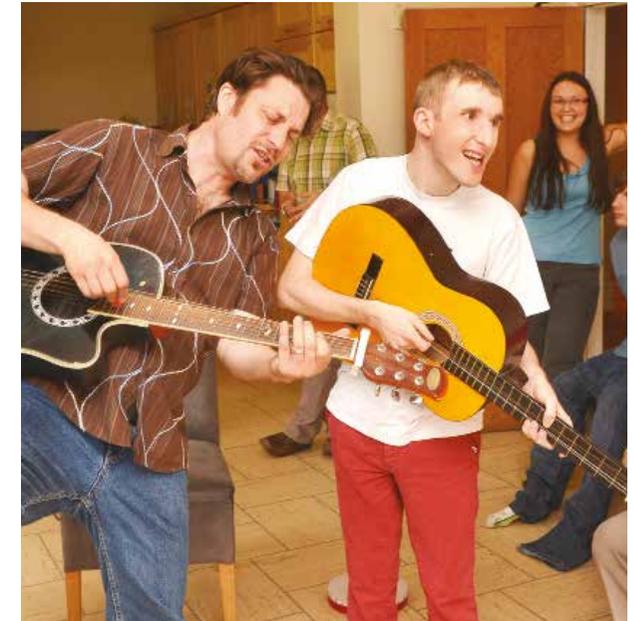
Designated Roles

Designated Roles are areas of responsibility allocated to each member of staff that are relevant to the management and day to day functioning of the homes.

These encompass the 250 plus things that have to happen in a home (e.g. checking the vehicle has fuel so that an activity can happen, or that

a printer has ink so that an activity plan can be printed etc.).

Designated Roles create accountability and responsibility and reduce everyday disruption, helping the service to run smoothly.



5. Stakeholders

There are six primary stakeholders:

Service Users

Our approach starts with accurately identifying and understanding the needs of an individual, then building a therapeutic service around them.

We develop a Care Plan for the individual who is at the centre of the process. The purpose is to empower them in all aspects of their life, whilst always promoting independence.

It focuses on what they can do rather than what they can't and it is responsive to their changing needs.

Our Voices is a self-advocacy group of the service users that we support and which gives everyone a voice.

Staff

Staff are the cornerstone of delivering exceptional care and support.

We recruit people with the right attitude and

an enthusiasm for making the difference. We invest heavily in comprehensive training and staff development so everyone can achieve their full potential.

Families and Carers

We understand that families and carers play an important part in the success of HFHC.

We are a parent led service and understand those things that are important to families and carers, whilst also recognising the need to carefully balance the rights of the person being supported.

Commissioning Authorities

Our innovative approach to care offers more cost effective solutions for complex individuals and currently we work with some 36 Commissioning Authorities across the country.

The Jones* family:

"Our son's future has always been a worry to us, but since he has been in the care of HFHC we are confident that they will ensure the continuity which is vital to him, and will maintain contact with his brother and sister in the future so that he can continue to have a happy, safe and fulfilled life.

P.S. I love the photo in the HFHC! newsletter of Ian and his sister when she visited for the May Ball".*

* anonymised to protect confidentiality

5. Stakeholders continued

Investors

We have a proven business model based on:

- Creating positive social impact by delivering good outcomes for service users
- Empowering and upskilling staff
- Satisfying commissioners' and families' expectations.

This virtuous circle delivers strong risk management and profitability.

We create a sustainable investment based on a legacy model which includes the continuous upgrading and future proofing of existing assets, underpinning fair financial returns whilst making a significant positive impact to the vulnerable people who we support.

All our investors receive quarterly reports. HFHC is profitable and sustainable and 2014/15 Accounts show:

- Fixed assets: £23m
- Net asset value: £10.227m
- Income: £7.19m
- Pre-tax Profit: £759k

Society

We are very focussed on the principles of social inclusion. We have seen how well supported service users out and about in the wider community change attitudes and help to break down social barriers. Knowing that their dependants are well supported and living a more fulfilled life, families and carers are able to be more fulfilled in their own lives.

Our nationwide marketing programme brings us into contact with 1,000s of families and carers and, although for many our services are too specialist, they nevertheless benefit from our networking and signposting.

Sarah* - a member of the HR team:

"I look forward to going to work as I have fulfilled days, knowing that by constantly improving standards and expectations the Service Users receive better outcomes to their daily lives.

In my role I work in partnership with the homes & the home managers which includes addressing key issues in advance of problems arising.

The Company is incredibly dynamic and constantly evolving and inspires me and has a positive effect on the quality of life within my own family."

*anonymised to protect confidentiality

6. Evidencing Social Value

Stakeholder	Outcome	Indicator and evidence
Service Users	<ul style="list-style-type: none"> • Individuals live life on their terms • Quality of accommodation • High levels of evidence gathering & internal checking systems e.g. real time medication checks and Night Trails to provide excellent care and security 	<p>The homes have a near full occupancy rate, currently 98%. We have an increasing number of enquiries from families and carers.</p> <ul style="list-style-type: none"> • Data Set September 2014/15 shows: 58 parental visits, increase of over 300 families on our database to now 1,643. <p>We use a low level of external agency staff – who are more expensive and less efficient.</p> <ul style="list-style-type: none"> • Data Set September 2014/15 shows: 2.98% of our total contracted hours. <p>Service users reach sustainable levels of satisfaction in life and achieve outcomes often previously thought of being beyond them.</p> <ul style="list-style-type: none"> • Data Set September 2014/15 shows: No placement breakdowns due to our inability to meet needs (2 placements, 2.74% terminated for other reasons). <p>Our IT & Management Platform provides real time information to measure the care for each person and gives insight allowing us to more effectively resolve every day issues. Currently we complete 5,000 online forms per week producing 100,000 unique bits of weekly data.</p>

6. Evidencing Social Value continued

Stakeholder	Outcome	Indicator and evidence
Service Users <i>(continued)</i>		<p>Feedback from parents and carers demonstrates the effectiveness of our service, for example:</p> <ul style="list-style-type: none"> • “Such an accurate and detailed assessment, it confirms our confidence in your company being the only people to be able to look after our daughter”. • “We are so thrilled with our son’s progress, his care and the high standards staff exhibit – staff continue to be fabulous in their enthusiasm and care”. • “Awe-inspiring! Your time, the facilities and the standard of care just blew us away! HFHC is something we have never experienced before and will find it very difficult to match!” • Based on the question in our annual parent questionnaire, “How satisfied are you with HFHC on a scale of 1-10?”, the average score for ‘very satisfied’ was 86.5%.
Staff	<ul style="list-style-type: none"> • Create graduate opportunities with long term career prospects • Ex-forces – we employ a number of staff who have been in the forces, our work promoted by delivering talks on the forces bases • Provide meaningful jobs for local people, some from deprived areas of high unemployment – working with local job centres 	<ul style="list-style-type: none"> • Staff are asked for their views through monthly supervisions / One2Ones. • Our monthly KPI for attendance is 83% of all staff. • 6 ex-forces employed in the last 12 months. • 15 former unemployed people in the last 12 months.

6. Evidencing Social Value continued

Stakeholder	Outcome	Indicator and evidence
Staff <i>(continued)</i>	<ul style="list-style-type: none"> Engaging with the government Access to Work Programme Creating promotion and career opportunities. Regular opportunities for promotion are created with managers and mentors supporting progression Excellent Training giving people new skills. Training continues to increase in the range of courses available and hours of training given All staff attend regular meetings. At the meetings staff are asked their views, and HR track the quality of the meetings and engagement, reporting on and changing where needed On-going development and support Flexible hours Pay above minimum wage (2015), even for the least qualified and inexperienced staff member We monitor many staff indicators such as attendance at work, staff meetings, performance and attitude 	<ul style="list-style-type: none"> Since June 2016, 16 people have benefited from our engagement with the Access to Work Programme. 15 out of 23 Assistant Managers were promoted into these positions internally. Staff on Induction receive a call each month from an independent internal auditor to check and sign-post to ensure their training and development is on track. We provide over 3,500 internal training slots a year. This has expanded to be an outsourced business, selling courses across the UK. The requirement for attendance at our staff meetings is 10 monthly house meetings a year. That is over and above guidance from CQC. We undertake yearly staff questionnaires. We currently have over 401,000 contracted hours based on a 12-month period at support worker level.

6. Evidencing Social Value continued

Stakeholder	Outcome	Indicator and evidence
Staff <i>(continued)</i>	<ul style="list-style-type: none"> As the number of Service Users grows we are able to match this with increasing our recruitment numbers, with excellent feedback from employees as we drive towards becoming the employer of choice in the care sector. 	<ul style="list-style-type: none"> Other care companies are increasingly using our 'bank' staff as we provide an agency service, built around the quality we provide. Our Investors in People re-assessment is underway with a hoped for outcome of moving from Bronze to Gold in 2016.
Commissioning Authorities & regulatory bodies	<p>High Value cost effective placements, which achieve better outcomes for the Service Users that they are funding.</p> <p>Post Winterbourne View we are contributing to Commissioning Authorities objective of moving complex Service Users from Assessment Centres.</p>	<p>We are in regular contact with Commissioning Authorities through new assessments and re-assessing individuals' needs as they grow and develop. One recently commented on the value for money we offer, whilst providing excellent care and support "HFHC is saving us annually 25%, (£85k), on previous fees for 2 complex individuals. And their quality of life has significantly improved".</p> <p>Feedback from a specialist 'DoLS' team stated: "The Old Vicarage is the best home we have seen and are extremely impressed with the professionalism/knowledge of staff, the quality of activities and of course how beautiful the environments are."</p>

6.1 Current Management

Over the years we have brought in managers from outside the sector who are skilled in specific areas to create specialist support services:

- Recruitment
- Agency
- Training
- HR
- QA & Compliance
- Systems Development
- Data Analysis

We treat each of these elements as separate businesses, which all share the same ethos and objectives.

This has led to a dynamic business environment based on transparency and collaborative working.

Our system provides real time information, which is used by staff in the homes, managers and the senior team to enable us to monitor, deliver and improve how we meet a person’s needs, which are always changing.

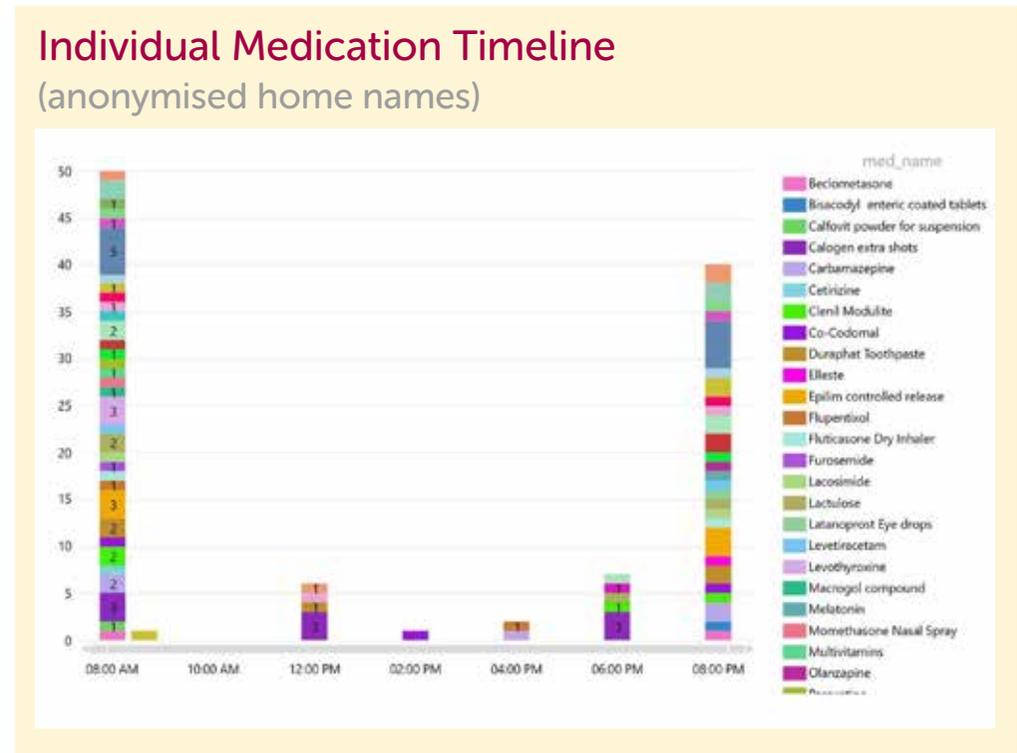
We create clear accountability and responsibility in the homes by using Designated Roles and system prompts to assist with day to day operations and compliance.

Increasingly, system alerts are part of a

multi-layered approach to monitoring and understanding issues in a non-blame ‘always learning’ environment.

These form part of: compliance discussions;

individual manager supervisions; regular unannounced audits; remote IT based audits; continuous improvement inspections; HR and training involvement in every home; monthly senior management; and quarterly board meetings. This results in meaningful action.



An example of the information we capture and use on a real time basis is shown, left.



6.2 Future Plan

Our next steps are to carry on reducing risk, increasing quality and providing long-term sustainable profitability.

Homes

Our current nine homes and six Mews Cottages will soon be expanded by a further, fully financed, additional three homes which are now being developed.

We are working on a new care concept – Mainstreet – that already has Local Authority interest and involves a number of specialist residential services integrated with social housing and other elements, a truly evolutionary mixed development.

Service User Engagement

We are further extending the Our Voices programme so Service Users are better represented in their local communities e.g. doctors surgeries, dentists etc. We are extending the ways in which they can influence the services, which are supporting them.

Beyond this evolutionary process lies even bigger opportunities.

These include the ability to expand geographically and into other care related sectors.

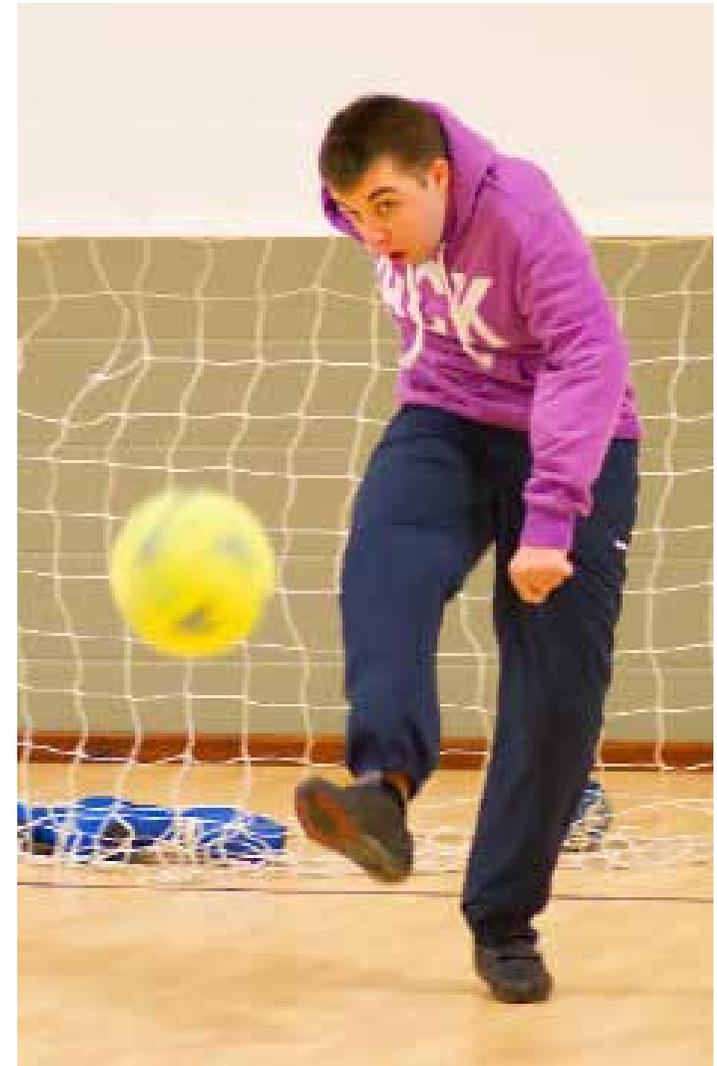
IT System

We are enhancing our IT & Management Platform to provide a real-time 'dashboard' for each staff member, home and department e.g. HR, QA etc., prompting action where needed and access to insightful in-depth data.

Ultimately, this expansion and use of new technology will increase (appropriate) information available to families and carers, regulatory bodies and partnership organisations.

Outsourcing

Building on the success and expertise of our specialist support services, we are now in the process of offering these to third parties so that they can become income producing, and so reducing their cost to HFHC, whilst sharing best practice with others.



7. Other Issues: Transparent and Open Systems

Our transparent and open systems enable us to monitor and evaluate many aspects of the organisation's functions.

Post Winterbourne View, which was very much a watershed for the sector, we are constantly stress testing our systems.

We undertake multi-layered auditing processes, drawing from inspections, trend analysis and real time data.

Increasingly we are linking all aspects of the day-to-day operations to individual members of staff and this creates role accountability and a greater sense of ownership.

Our IT & Management Platform records information in real time from which we can and do provide numerous analyses.

An example of the depth of analysis and the data recorded in real time can be seen on page 23 about Epilepsy.

The IT & Management Platform provides alerts if there has been non-compliance (such as a delay) in giving medication.

This list (not exhaustive) shows some of our real time data reports that provide data for analysis and which are considered at management and staff meetings as appropriate.

- Absence Monitoring
- CFC Files
- Click-It (All Users)
- Communication Plans
- Core Team Meetings (all & by Workbase)
- Epilepsy Report
- Eye-It (all) & Eye-It (by Workbase)
- House Meetings
- House Keeping (Master)
- House Keeping (Priority)
- Incidents
- Incidents (by Workbase)
- Leave Calendar (HR Status Colours)
- Leave Calendar (Workbase Colours)
- Leave Calendar (Region Colours)
- Leave Calendar (Status by Workbase)
- Leave List
- Leave List (by Workbase)
- Leaver Notifications
- Medications Status
- Medication Dashboard
- Medication Dashboard (by Workbase)
- Night Trail Dashboard
- Night Trail Log
- Night Trail Admin
- Night Trail Android App
- Recruitment Tracker
- Staff Files
- Staff Files (Midlands)
- Supervisions List
- Supervisions List (by Workbase)
- Temperature Monitor
- Sensor Monitor
- Training Matrix
- Training Calendar
- Training Bulk List
- Training Inductions Matrix
- Portal Menus

7. Other Issues: Transparent and Open Systems continued

Our bespoke IT & Management Platform is in ongoing development and is key to HFHC's ability to deliver high quality care.

With every member of staff now connected, we are operating with a high level of transparency and accountability.

We are encouraging collaborative working and the spreading of best practice. This forms the basis to generating a sustainable return on investment and delivering social impact.

The ability to monitor all-important issues on an evidenced based system enhances outcomes for the individuals we support.

It also enables us to share, as appropriate, insightful information with parents and carers, commissioners and investors, whilst also empowering staff to be more aware and to take greater responsibility for their performance.

Epilepsy - Time/Month Analysis

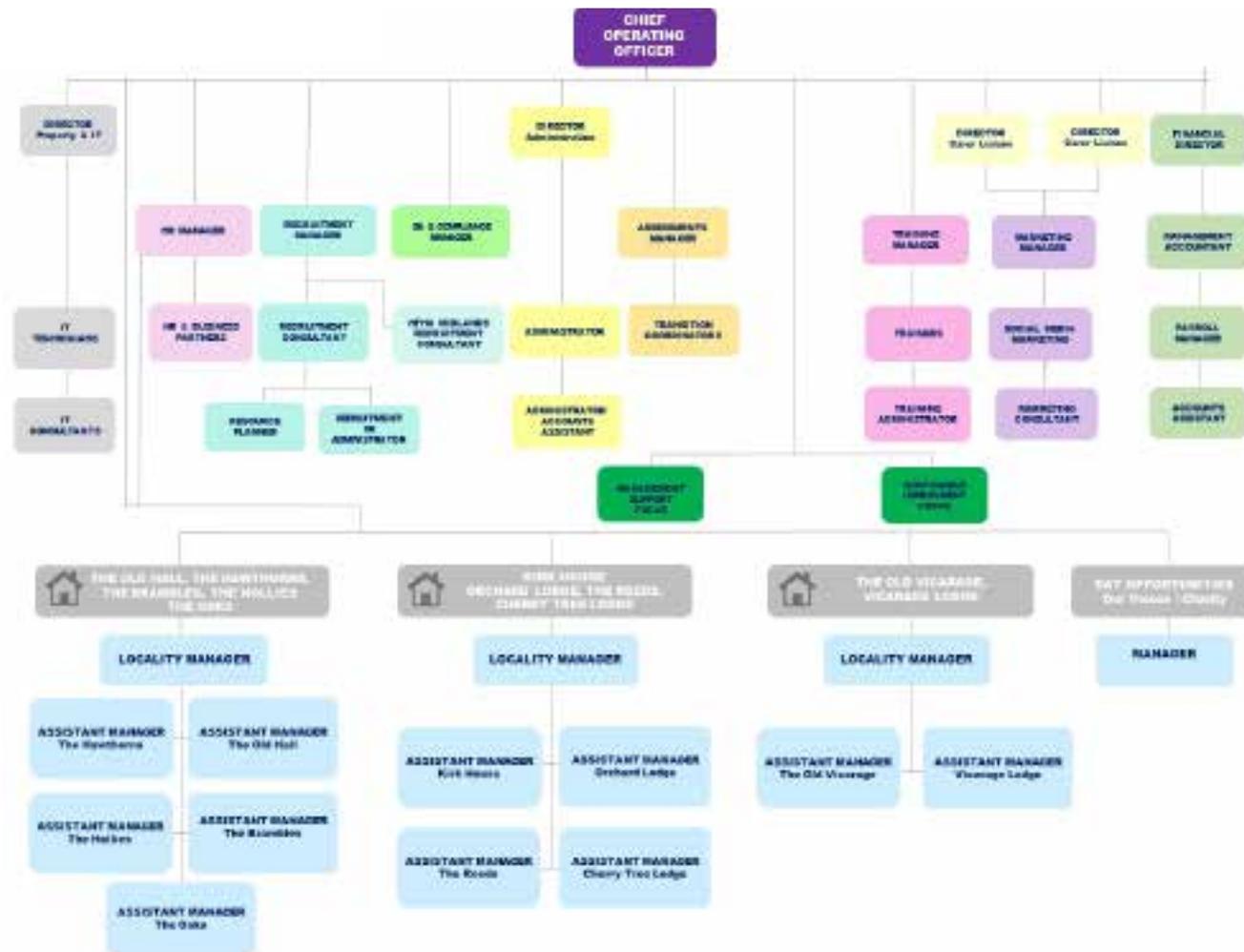


The next significant phase of the IT & Management Platform development will be a game changer.

It will add algorithms that will make issues around care more predictive and risk management more effective, so further driving up the quality of care. This will create new opportunities for HFHC to expand its very personalised services geographically and into other care related sectors.



Appendix 1: The HFHC Structure



Appendix 2: Sample HFHC Newsletter



HFHC!
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GREAT JOB, MARK!

CELEBRATING FIVE YEAR MILESTONE WITH CUSTOMERS - we invite for full story!

PLUS: EXCLUSIVE PICTURES FROM HFHC'S ANNUAL EVENTS: THE MASQUERADE BALL AND SUMMER FESTIVAL!



WORKING TOGETHER FOR FIVE YEARS... CAFE COMMUNITY CELEBRATES

Mark, who lives at The Old Hall, celebrated a very special anniversary this year, five years working at the Cafe in Cherry Willingham. Mark started a four week trial back in 2010, working one day a week. This quickly developed into working 3 days a week and Mark has been diligent in attending and carrying out his duties which include washing up and clearing tables. He has also delivered meals to the homes of customers where had welfare or ill health has prevented them getting out to the cafe.

Mark's friends from The Old Hall, along with regular customers of the cafe and friends from within the local community, held a surprise party to coincide with the end of Mark's shift at the cafe. He was presented with a trophy, certificate and voucher by HFHC Marketing Manager Anne Sully. Customers and staff gave Mark cards and presents and cake to mark five years of Mark's hard work and staff with flowers each (volunteers).

Paul de Seny said: "The last five years have given Mark a real sense of self-worth, when visitors from the cafe on his face, about his meals, regular conversations in his local community, and how he became a real friend and part of the team. This sense of achievement has been made possible by effective and dedicated support from the staff at The Old Hall. Our really special thanks go to Zaki and the local community who are just such fantastic, warm and supportive people whose actions have made such a difference to Mark's life."

WELCOMING FRIENDS & FAMILIES TO HFHC'S MILESTONE EVENTS... MORE THAN JUST FUN & GAMES!

The Home From Home Care May Ball and Summer BBQ are two major events in the HFHC social calendar. These milestone social events for residents and their families are a fantastic opportunity for everyone to come together and celebrate, as well as building and encouraging friendships across all of the Home Communities.

It's really great that so many families make the journey from all over the country to be part of the event - we currently support 73 individuals from 36 Commissioning Local Authorities nationwide.

Family participation in these larger scale events offers a fantastic opportunity to see and celebrate the exceptional achievements of their relatives in such a dynamic setting - something that perhaps a few years earlier would have been impossible. Seeing the results of staff/visiting interactions puts into perspective everyday issues and creates a warm and fulfilled and happy team.

In the casual atmosphere of these events, the complex nature of the people we support is not apparent, as activities and challenging behaviours go away to participation and enjoyment - everyone lives a great party!

As well as being great fun for everyone involved, these events bring families together and allow personal achievements.

The summer BBQ celebrates the local community, with a strong working and golfing theme including croquet, table tennis and tennis, as well as a healthy meal, space hopper racing and man-powered trucks with seat and steering.

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