

Good to Great Road Map

High colleague retention and recognition



We received 2,770 completed questionnaires for our recent Team Survey, which is a 66% response rate, much higher than the responses we have received in the past.

The initial results show improvements across key areas when compared to the last Group-wide team survey in 2021. We are delighted that so many of you feel proud to work for the Group, but we recognise that there are some frustrations. More analysis is being undertaken and the specific results for each home and team will be shared shortly.

Our new Team Engagement Forum will hold its second meeting on 23rd May. The aim of the Forum is to share ideas, expertise and best practice across our Group for the benefit of our residents, team members and local communities. Amongst other items, the results of the Team Survey will be discussed, and we welcome your suggestions as to actions that we may take to alleviate your concerns. Please do speak to members of the Forum over the next couple of weeks and following the meeting the notes and agreed actions will be shared.

We continue to submit industry award nominations and we are finalists in three awards which will all be announced in June:

- **HealthInvestor Awards**
 - The Group is shortlisted in the Residential Elderly Care Provider of the Year Award
- **National Dementia Care Awards**
 - Marie Welsh and Karen Storey from The Lawns are finalists in the Intergenerational Activity category
 - Our Dementia Champions in our care homes throughout the Group are finalists in the Dementia Trainer & Workforce category
 - Jani Pressly and Louise Turner from Houndswood House are shortlisted in the Dementia Care Team category
- **Stars of Social Care Awards**
 - The team at Harbour View Care Home are finalists in the Above & Beyond Team Award

Good luck to all of the nominees and know that it is an amazing achievement to be finalists.

The negotiations with our three recognised Unions (GMB, RCN and Unison) on pay for our care home team members and wider benefits for all colleagues have been positive. The Unions are currently balloting their members and following the results we will implement the changes as quickly as possible. In addition to pay increases, which will be backdated to 1 April, other benefits we have proposed include:

- a Gift Day of an additional day's annual leave to recognise every team member's birthday
- establishing Mental Health First Aiders in services with the highest sickness rates
- adding recognition and reward for 5 years length of service

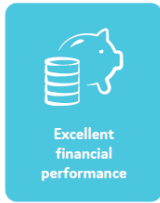
Excellent care quality for residents



We are beginning the roll out of eMAR, with our partners at Boots and Camascope, with the first cohort of five homes going live in May/early June. The roll out will continue over the next few months, with 15 homes live by the end of July.

The deployment of project Capex spend throughout the Group continues, with £1.4million worth of works committed. 8 new lifts have been completed, alongside refurbishments of communal areas in homes, such as The Lawns in Oadby, in addition to ongoing maintenance Capex activities.

Excellent financial performance



Following the successful launch of our new-look Group website in March, further developments to the site continue, adding tracking so that we better understand how people find us and ensuring the individual elements which make each of our homes unique and special are showcased.

To support the smooth running of our billing process, we will be developing HOMEView to provide functionality for funding notifications for new residents and any future changes in their fees. Initial feedback is positive, reducing the number of queries between our homes and the fees team.

Focus and support on the deployment of our own teams' hours, in line with resident dependencies, will continue to ensure we are providing excellent care quality with a focus on our own teams providing care, rather than agency workers.

Culture of continuous improvement



The installation of new Wi-Fi is now almost complete with 46 homes having new whole-home Wi-Fi coverage. This has made a big difference to our care home teams who are benefiting from improved use of systems, better communication and virtual meetings as well as better supporting the use of the Magic Moments portal with residents.

Old PC terminals are being replaced with laptops for Home Managers and Home Administrators in some homes which will roll out over the next few months and the telephony system is being upgraded throughout the Group which will benefit all.

Oomph! accreditation and training for our Magic Moments team members has taken place over the last two weeks, with both online and face to face training with our partners at Oomph! The pilot to make the Magic Moments portal available to family members to support positive visiting has commenced in a small number of homes and The Four Seasons Feel Good Club launched in March with much fanfare and local press coverage and will continue throughout the year.