

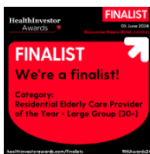
Good to Great Road Map

High colleague retention and recognition



We are committed to the ongoing support of our team members and as part of this we have committed to establishing **Mental Health First Aiders** in some of our homes. This initiative, which we discussed and agreed with our three recognised Unions (GMB, RCN and Unison), has now started with training in five care homes underway. It aims to help better support team members with their positive mental health, signpost colleagues for advice and reduce the sickness rates in these locations. Anonymised feedback before and after the training will be taken to understand the benefits and if this is successful, it will be considered for other workplaces within the Group.

This year we have been shortlisted in over 20 different **Care Sector Awards**, spanning a variety of categories for both individual team members and for the whole Group. These accolades are testament to our reputation in the sector for our excellent care quality, collaborative ways of working and our continued investment in our homes. We should all be really proud of this external recognition.



The **Happy Hub** is designed exclusively for team members of the Four Seasons Health Care Group and gives team members access to discounts, benefits and other information that we know is important to you. The App is having a refresh and redesign which will be launched soon – more details to follow.

Our **Team Engagement Forum** is going strong, holding its latest meeting, the third this year, with members of the Leadership Team on 24th September. The Forum brings together 11 colleagues from different roles across the Group to provide a voice for all team members. You can see the slides and notes from this and previous meetings on the Intranet and the Happy Hub. If you have any issues for the Team Engagement Forum to consider, please send them to teamengagement@fshcgroup.com.

Excellent care quality for residents

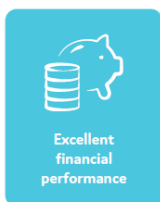


The roll out of **Electronic Medication Administration Records (eMAR)**, working with our partners at Boots and Camascope, continues at pace with 71% of homes now live on the system. The feedback from these homes has continued to be very positive with medication dispensing now being quicker and the ordering process being smoother. The roll out continues with all homes due to be using the system by the end of the year.

Our Group-wide **resident & relative satisfaction survey** is one of the many ways in which we can gain important feedback from our customers to better understand how satisfied they are and to identify areas where we can improve. This is also important evidence for our regulators. We ran our Group-wide satisfaction survey in February, with very positive results, and we are currently running a follow up survey, the results of which will be out in November.

The deployment of project **Capex** spend throughout our homes continues, with refurbishments of bedrooms and communal areas, in addition to ongoing maintenance Capex activities.

Excellent financial performance

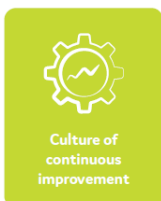


The new functionality for **funding notifications on HOMEView** has been positively received as it records correct funding, assessment and contract details for all residents within the individual resident record in HOMEView, replacing Excel forms being sent to the Fees Team. This development will continue to be embedded to support the smooth running of our billing processes and further reduce the time spent on queries, both in our homes and support teams.

Continued 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 for residents, with a focus on our own teams providing care, rather than agency workers.

As we look towards into 2025, we are discussing **home-by-home budgets** for the year with each Home Manager and Regional Manager to develop financially sustainable plans for the care provided at each home and, as part of this, will also **review fee rates** to ensure they are appropriate for the care each home provides.

Culture of continuous improvement



Our participation in the **Vivaldi social care project** with University College London demonstrates our commitment to help improve the prevention and control of infections in care homes, which is crucial to the wellbeing of residents, their families and team members.

We have adapted our **award-winning automated email system**, which we have been using throughout the year to better communicate with Health Care Professionals, to support the welcome and onboarding process for new starters to the Group.

To better understand where our best enquiries come from, we are testing a new **phone call tracking system**. This will help us to learn which marketing activities create the best enquiries and which promotions we can stop.