



# MISSION AND VALUES

## VISION

**Older people, dependent adults and children have the choice to remain living at home with dignity.**

## BOARD OF DIRECTORS

### NORTHERN IRELAND

Kevin Quigley (Chair)  
Frank Young (Hon. Treasurer)  
Prof. Robert Stout  
Michael Graham  
Prof. Dorota Iwaniec  
Rodney Ross  
Hugh Connor  
Mervyn Chambers  
Nuala Meier

### REPUBLIC OF IRELAND

Rodney Ross (Chair)  
Frank Young  
Karen Flynn  
Martina Murray  
Kevin Quigley  
Joan Hardy

## MANAGEMENT TEAM

Chief Executive: Colum Conway – colum.conway@extra-care.org  
Deputy Chief Executive: Joan McGinn – joan.mcginn@extra-care.org  
Director of HR & Quality: Judith Jamison – judith.jamison@extra-care.org  
Registered Managers: Marie Carey-Brownlow & Martina McGuinness  
Financial Controller: Stephen Mackey – stephen.mackey@extra-care.org  
Manager Republic of Ireland: Veronica Quigley

*This report relates to the group of two companies, Extra Care for Elderly People Ltd in Northern Ireland and Extra Care Support & Care Services Ltd in the Republic of Ireland for the period April 2011 - March 2012*

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**“Absolutely lovely and very superior in her standards of care and delighted to have her back at any time,”**

*Carrickfergus Carer on Jenny, a new careworker*

# CHAIRPERSON'S REPORT

I am delighted to be taking on the role of Chairperson of Extra Care at a time of change, challenge and opportunity in social care in Northern Ireland and the Republic of Ireland.

I am conscious of the long history of Extra Care and of its track record in providing home care for the more vulnerable in our community. I am keen to make my contribution to the story of Extra Care and I am grateful to our previous Chairperson, Mr. Frank Young, for the firm foundation he has provided for me to build upon. This year we have continued to move forward building on the services we provide, reaching more people, improving our standards, generating a financial surplus and developing new partnerships to support innovation and good practice.

In March we were pleased to welcome Minister Edwin Poots to officially open our new office facilities in Antrim and we were delighted that he was able to take time to visit our dear friend and service user, Alan Robinson, in his home at Whitehead the following week. Mr. Robinson was able to convey to the Minister the real life experience of receiving care at home and the high value he puts on remaining at home. It was rewarding for me as Chair to hear from service users who spoke at the opening event about the hugely positive impact the service provided by Extra Care is having on their lives. It also reminded me of the challenge presented to the Board and the staff of Extra Care to be the standard setters, maintaining and improving high quality services in an environment of limited resources and increased demand. This will be the core of our work over the coming years particularly as the planned procurement of home care services becomes a reality in the year ahead.

We were very disappointed with the outcome of the procurement process for enhanced home care in the Republic of Ireland and the deferment of the Western HSCT procurement process. We will learn from these developments and ensure Extra Care is well placed to benefit from the planned public procurement for domiciliary care.

This year we have spent time developing a new Strategic Plan to 2015. In a dynamic and ever changing environment we are delighted to have agreed a clear vision for Extra Care that will see us work towards achieving goals in three key strategic areas - sustainable growth, leading in quality and influencing change. We have agreed additional investment to support new activity that will drive us towards our strategic goals in these three areas.

We are delighted to have been awarded the Investors in People award in April for our Management and Administration team. Our challenge now is to achieve an award for the organisation as a whole. We are also pleased to have a Bronze award from the Workplace Charter on Domestic Violence which is something we hope to develop further within the organisation.

This year our Board of Directors in Northern Ireland was augmented by the appointment of Nuala Meier. Nuala brings with her a wealth of experience and knowledge in financial, commercial and governance matters. I would like to thank the members of the Board of Directors in Northern Ireland and Republic of Ireland for their commitment in time and expertise to Extra Care.

I would particularly like to thank Mr. Rodney Ross who has taken on the Chairing role of the Board in the Republic of Ireland this year. Our entire team and particularly the front line staff work exceptionally hard to maintain and improve our service. Their dedication enables Extra Care to truly make a difference and on behalf of the board I would like to say a most sincere Thank you.

**Kevin Quigley**  
Chairperson



# CHIEF EXECUTIVE'S REPORT

Overall we can point to a consistent strong performance by the organisation this year. We provided more than half a million hours of care in Northern Ireland and the Republic of Ireland in 2011/12. Alongside our care work we continued to provide services in our Warden Scheme, Benefits Advice services and Family Carer Training programme in the Northern HSCT area. We continued to provide the First Steps project in the South Eastern HSCT area. Following a successful pilot phase we are now working with Baxter Health Care to roll out the APD project across all the regions of Northern Ireland. We have developed a successful partnership with Bryson Care and Age N.I to support and facilitate the voluntary and community sector response to the development of reablement services in the Belfast area.

This year we continued on the pathway of continuous improvement by further developments in our internal Quality team. We have established a number of quality based Key Performance Indicators that are monitored and reported on a fortnightly basis. We have achieved positive inspections from RQIA in our Antrim and Enniskillen offices and have received positive feedback from audits and contract reviews from the Health and Social Care Trusts and the HSE Dublin North East area. We continue to look at ways in which service users can more actively participate in the organisation and have a direct impact on the way in which we deliver our services.

This was our first full year operating an integrated approach to the management and administration of our care services. We have worked closely with our ICT partners to enhance the level of systems integration and to improve our use of ICT as a key internal communication tool. Good progress has also been made on process flow management across all functions resulting in improved controls to limit service failures. This area will remain a central focus for our core work as the volumes of individual visits per week continues to rise and to exert increasing pressure on our Systems, Community and Administration teams. We are attempting to follow the Marathi people who deliver lunches in Mumbai, India – one mistake to every six million deliveries.

We are also very aware of the increasing demands on our careworkers- travelling further to provide increasingly complex care in shorter periods of time with service users and their families. It is important that we continue to develop the systems and processes that need to be in place to support them in their work. Our careworkers are the heart beat of the organisation and we will continue to do everything we can to reward and recognise their central contribution to the objectives of the organisation.

It is important for a not for profit organisation to maintain an ongoing financial surplus on its operations to ensure viability and financial security. This year we have again achieved a net operating surplus through good management of our cost base. We will need to continue to balance cost discipline and appropriate investment for growth, quality and influence in the years ahead to sustain net surpluses in a competitive and financially challenging environment.

I would like to thank our two Boards of Directors for their significant ongoing contribution to Extra Care and all the staff who work throughout the organisation - one mistake in six million- we are working on it!

**Colum Conway**  
Chief Executive Officer



# SERVICE DELIVERY



Extra Care staff left to right - Debbie Calvert, Karen McCluskey, Lorraine Gillespie, Kathleen McClelland, Zorida Wilson, Patricia Convery and Renee Johnston

Over half a million hours of home care were delivered during 2011/12 in both Northern Ireland and the Republic of Ireland, supporting over 2000 service users and their families to remain living at home with dignity.

The restructuring of the organisation, moving from a geographical to a functional business model was completed in March 2011 with the bringing together of our local offices including our head office into one purpose built site at Antrim. 2011/12 was a year of consolidation, ensuring that the significant changes to our structure were bedded in and delivering the integration, flexibility and efficiency that we had envisaged.

During the year we had the opportunity to develop an exciting new service, Assisted Automated Peritoneal Dialysis (aAPD) in partnership with Baxter Healthcare and Belfast City Hospital. Through the partnership Extra Care has provided aAPD to patients in their own home with End Stage Renal Disease which is a safer and more cost effective therapy than in centre

haemodialysis. This is the first service of its kind in NI and was developed in response to the need for a regional service provider to provide aAPD to patients to support them to live independently at home even though they may not be able to perform some of their dialysis themselves. The service began as a pilot in the NHSCT and BHSCT areas in December 2011. Baxter and BCH provided training to Extra Care staff and staff were then monitored delivering aAPD by specialist peritoneal dialysis nurses in the patient's home before being signed off as competent.

Staff were monitored monthly, three monthly and 6monthly to ensure skills and competencies were maintained. During the pilot, 301 patient visits were made to 6 service users. No incidence of infection or peritonitis was noted during the 6 month pilot. The business case is being put forward at present with the view to cascade the project regionally.

All of the services and projects provided by Extra Care are designed to give people real choice about remaining living at home.

## SERVICES INCLUDE

**Domiciliary Support Services** designed to assist very highly dependent people either to remain in their own home or to return home from hospital or residential care. Care is provided by Extra Care's careworkers on a regular basis, usually in small blocks of several half hour calls each day to help the client with personal care tasks.

**Waking Night Help Services** where Extra Care provides a careworker to take over the role of the family carer during the overnight period to allow the carer to have a night of uninterrupted sleep. The Night Help service is provided where the patient has management needs throughout the night such as toileting, turning etc.

**Mobile Reablement Night Help Services** are designed to maximise long term independence, choice and quality of life. The service provided by Extra Care during the night is to support the service user to do things for themselves rather than having them done for them. The service is short term and will normally be provided for a maximum of 6 weeks.

**Rapid Response Services** designed to provide a short term (up to 6 weeks) swift response to prevent inappropriate hospital admission and expedite hospital discharge.

**Meals on Wheels service** providing a community meals service to vulnerable older people who are unable to prepare and/or cook a nutritional meal. Projects include:

**Family Carer Training** project which provides tailor made training and support for family carers in their caring role.

**Benefits Advice Service** provides benefits advice to support vulnerable adults and their carers to maximise their benefits.

**Supporting People Services** support individuals to live independently in the community through the provision of housing support services through a Warden Service.

**First Step Project** in the South Eastern HSCT provides short term home support to the over 65 population living in the Down Lisburn areas, primarily to address social isolation experienced by a percentage of this client group.

Services and Projects are provided in each of the 5 Health and Social Care Trusts in Northern Ireland and in the border counties of the Health Service Executive, Dublin North East.

Services Provided	Northern HSCT	Southern HSCT	Western HSCT	South Eastern HSCT	Belfast HSCT	HSE Dublin North East
Domiciliary Support	●	●	●	●	●	●
Waking Night Help	●			●	●	
Mobile Night Help	●	●				
Rapid Response	●					
Meals on Wheels			●			
Family Carer Training	●					
Children's Services	●			●		●
Supporting People	●					
Benefits Advice	●					
Crisis Intervention			●			
First Step				●		

# QUALITY



Colum Conway and Community Team Leader Agnes Belshaw receiving liP award

## REGULATION AND INSPECTION

The annual inspection regime continued with two inspections by the Regulation and Quality Improvement Authority at the Enniskillen site and the first at the new Antrim site. Inspections had very positive outcomes with very little by way of recommendations. As with the previous year Extra Care has been rated as a “low risk” agency which means that we will receive the minimal level of inspection in the coming year.

The inspection regime has changed for the coming year with a “themed” approach being deployed rather than specified standards being inspected. This approach is proving more challenging to prepare for as a consequence of the lack of specificity and we await with interest the outcome of the next inspection in the summer of 2012.

## ORGANISATIONAL QUALITY

2011/12 has been the year of review. Having turned the organisation upside down and inside out in the previous 2 years we have spent much of this year reflecting on what we have achieved and working hard to learn both from those things that have succeeded and those that have been more challenging.

Throughout the year we have worked through the EFQM excellence framework and the Investors in People framework to build our organisational performance. In March we had our first Assessment against the liP standard and were successful in achieving the liP award. All staff within the organisation have contributed to the review and learning that has taken place in this year and it has therefore been fitting that we have ended the year on a high with the Investors in People Award.

Moving into 2012/13 we will be seeking to stretch and grow further with the focus on quality being one of the core strands of the new strategy. To do this we will also be turning more to our service users and seeking new and innovative ways to engage more meaningfully with them to ensure delivery of excellence in all aspects of our services.

## SERVICE USER FEEDBACK

Postal surveys were issued to all service users within Northern Ireland to ascertain their views on the service they receive. This is only one of a variety of methods used to engage service users in the development and improvement of services.

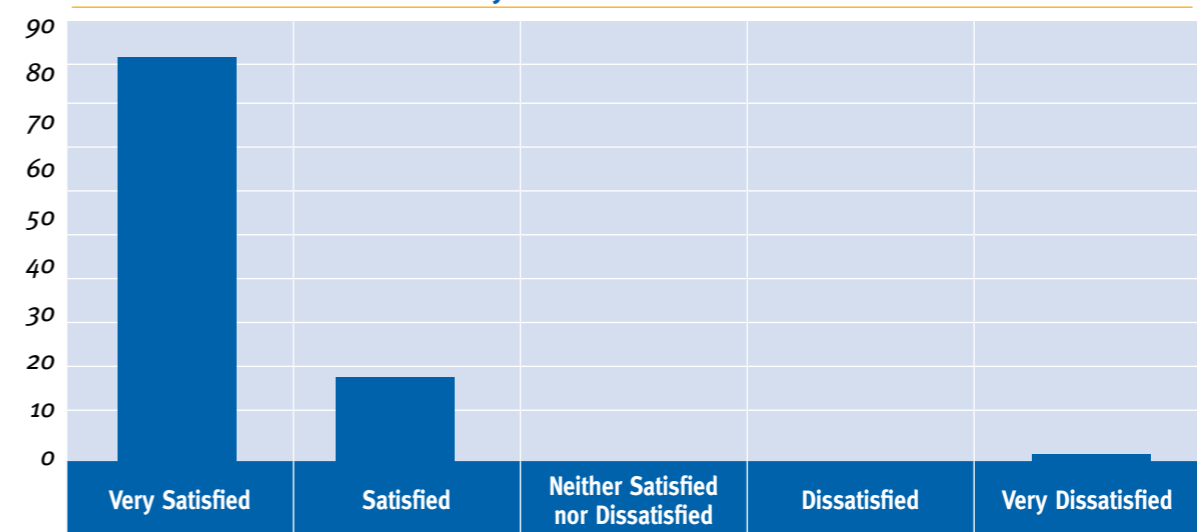
Key Findings from the Survey are:

- **97%** of service users felt the service they receive from Extra Care was effective or very effective in achieving key outcomes such as providing a break for family carers or enabling the service user to remain at home.
- **98%** of service users felt that their careworkers were always respectful, caring and helpful.

- **98%** of service users are satisfied with the service they receive from Extra Care with 78% being very satisfied.

In addition to the postal survey we have used focus groups and other methods to engage with our service users to ensure continuous improvement of our services. Feedback from Service Users has led to a number of changes within the organisation this year including a revision of the complaints management system, development of a training DVD for staff on complaints, development of a Welcome to Extra Care DVD to improve communication of key information with service users, improvements in methods for recording service user issues/queries.

How satisfied are you with the service from Extra Care



Series 1

# WORKFORCE DEVELOPMENT



left to right - Extra Care Directors Professor Robert Stout, Michael Graham, Kevin Quigley, Frank Young, Professor Dorota Iwaniec, Mervyn Chambers and Rodney Ross

Extra Care continues to extend the development support it provides for its staff. The Investors in People Assessment report confirms the impact of the organisation's efforts in this area stating "Learning and Development is a strength, with staff having ample opportunities to improve their knowledge and gain qualifications."

**In 2011/12 new training and development offered included:**

- NVQs in Team Leadership and Business Administration.
- Extra Care became an accredited BHF Heartstart scheme training provider in August 2011. We now have 3 in-house facilitators providing emergency life support skills training.

- Focus on dementia training with a 10 week in-house course with a DSDC (Dementia Services Development Centre) course facilitator. Feedback was that people had a better awareness about dementia which made them more confident and providing a more person-centred approach to service users with dementia. We have now incorporated some of this learning for our in-house dementia training.
- Winter driving sessions delivered in November and December 2011 helped prepare everyone for inclement weather and kept employees safe whilst on the roads.
- 13 people, both careworkers and office staff, attended APD (Assisted Automated Peritoneal Dialysis training) facilitated by Baxter Health Care and Belfast Trust for pilot project.
- ILM Level 3 in First Line Management

**STAFF CELEBRATION**

In December 2011 we held our first Staff Day to mark the end of the 75th anniversary celebrations. This was an opportunity to celebrate not only Extra Care's long history of providing care but also the central role played by our staff in delivering high quality care on a daily basis. The event was enjoyed by the staff and their families and friends who attended and there was keen interest to see the event repeated.

*“Thank you all very much for the professionalism and empathy you showed to me and my mother. You gave my mum the opportunity to prolong her life in her own home despite her illness. Thank you for the kindness of the office staff in dealing with the arrangements and the care staff dealing with my mother.”*

Service User's family, Carrickfergus



left to right - Agnes Belshaw, Community Team Leader, Tracy Nicholl, Careworker and Thomas Quigley Ballymena Service User

# FINANCE REPORT



Opening event left to right - Colum Conway CEO, Roy Thompson (Deputy Mayor of Antrim), Sean Holland DHSS&PS, Kevin Quigley Extra Care (Chairperson) and Rodney Ross (Director of Extra Care)

This report provides information on both organisations; Extra Care for Elderly People Ltd based in Northern Ireland and Extra Care Support and Care Services Ltd based in the Republic of Ireland. The organisations operate on different financial reporting periods; Extra Care for Elderly People Ltd reports on the period 1st April 2011 to 31st March 2012 and Extra Care Support and Care Services Ltd reports in the period 1st January to 31st December 2011.

## EXTRA CARE FOR ELDERLY PEOPLE LTD (N.I.)

This has again been a positive year for the Company posting a net surplus in excess of £100k for the third year in a row. This year has also seen the first full year of the centralisation of our administrative function to the Antrim office and for which we are now beginning to see the benefit through reductions in administration costs.

The market during 2011/12 has seen increasing pressure on rates with no inflationary uplift across Health and Social Care Trust areas as a result of the reduction in public spending. Despite this, the organisation has responded well to the changes in the market and although turnover fell slightly in the period gross profit margins remained in line with 2011.

The much anticipated implementation of the Western Trust contract should have seen a period of growth for the organisation but unfortunately after a legal challenge the Western Trust will be re-tendering the contract later in 2012. Despite this setback the organisation is looking to the future and will be tendering for a number of procurement contracts during the forthcoming year. The Board and management team believe that 2012/13 will be an exciting year for Extra Care to broaden its services in the market.

After internal reserves transfers the net operating surplus for the year is £113,617 which is transferred to unrestricted reserves to be allocated in line with the organisation's reserves policy.

## EXTRA CARE SUPPORT & CARE SERVICES LTD

2011 was a solid year for the organisation. Activity levels were slightly lower than those of the previous year and combined with some adjustments in rates resulted in lower revenues for the year in comparison with the previous year. However as a result of central administration savings, retained earnings remained at similar levels to those of 2010. The net operating surplus of 41,770 has been transferred to unrestricted reserves allocated in line with the organisation's reserve policy.

## OVERALL

Both organisations continue to investigate opportunities to increase activity and are actively developing plans to bring this to fruition. This year has seen the continued development and integration of new ICT systems in Finance, Operations and HR. We are now beginning to realise the benefits of our investment in ICT which is helping us develop new models and strategic opportunities as a result of trends identified in the market. The year ahead offers many opportunities for Extra Care; throughout a year of learning and knowledge gathering in the organisation, our financial position remains sound and our ability to enter a period of intense upheaval in the market could not be stronger.

*“Just a quick note to thank you for listening to me this afternoon-can't tell you how good it felt just to say the words out loud. Just knowing that you won't judge me and that you totally understand is wonderful so thank you.”*

Family Carer Training Service User



Minister Edwin Poots and Ruth McCurry Systems Team Leader