



ExtraCare



Extra Care Annual Report 2008-2009

your choice, your care, your home

VISION

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

MISSION

To be the leading provider of, and champion for, innovative, high quality, cost effective and flexible services.

VALUES

Excellent Services
Good Outcomes
Dynamic Growth
Good Governance

Quality of Care
Participation and Involvement
Valued Staff

Innovation
Strong Relationships & Partnerships
Learning Environment

BOARD OF DIRECTORS 2008-09

Frank Young (Chair)
Prof. Robert Stout
Kevin Quigley

David Graham (Hon. Treasurer)
Michael Graham
Rodney Ross

Martina Murray
Prof. Dorota Iwaniec

MANAGEMENT TEAM

Chief Executive:
Deputy Chief Executive:
Senior Quality Manager:

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Joan McGinn
Judith Jamison

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Chairperson's Report

The year 2008-09 has been a challenging one for Extra Care. On the one hand, we have continued to expand our services, successfully delivering increased numbers of hours of care – some 559,000 hours, representing an increase of 23% over 2007-08. We have established a company in the Republic of Ireland, limited by guarantee, which has charitable status. This now enables Extra Care to compete on a level playing field with other care providers there.

On the other hand, the care sector has not been immune from the financial difficulties affecting all areas of the economy, and part-way through 2008-09, it became clear that the current structures and management arrangements were no longer capable of enabling Extra Care to achieve its strategic objectives. As a result, a detailed review was undertaken of all our operations and in the initial phase, a number of head office posts were lost.

The next phase of the review necessitated stringent economies being implemented. Following this, we are taking steps to put in place an organisational structure which is fit for purpose and which will enable Extra Care to operate efficiently and effectively in providing high quality domiciliary care in order to realise its aims and fulfil its mission.

Extra Care has always demonstrated a positive, innovative and flexible approach and a readiness to respond to changing environments. The need for the high standard of care we provide has steadily increased year on year and current Government policy is expected to continue to see significant numbers of care hours transferred from the Health and Social Care Trusts to organisations like Extra Care. In addition, Extra Care expects to identify new initiatives and avenues for future development.

Extra Care is fully prepared and able to meet the challenges that the future will pose. We will work in partnership with the NI Health and Social Care Trusts, Northern Ireland Housing Executive, Northern Ireland Electricity and the Health Service Executive in the Republic of Ireland, together with other appropriate partner organisations, to fulfil our mission to give older people, dependent adults and children across Ireland the opportunity to remain living at home with dignity.

We said farewell to Lady Bain, who had served on the Board since 1999 and as Chair since 2004. We are very grateful to her for her inspirational leadership and also to Mr Jim Browne who retired from the Board after nine years of dedicated service. We welcomed Professor Bob Stout, Mr Rodney Ross and Ms Martina Murray to the NI Board and Ms Murray and Ms Karen Flynn to the RoI Board.

My special thanks are due to our care workers and their coordinators and managers for their continued dedication to those to whom we provide care services. The quality of that care has been recognised independently by the Regulation and Quality Improvement Authority. I am also grateful to the CEO and senior management team for their work in progressing the restructuring of the organisation, and to my Board colleagues for their efforts and commitment.

Frank Young
Chairperson

Chief Executive's Report

Our annual report indicates another year of growth and development for Extra Care. Change and challenge continue to be the key themes not only for Extra Care as we strive to fulfil our vision and mission but also for the Health and Social Care sector in Northern Ireland and the Republic of Ireland as the reform agendas in each jurisdiction take hold.

Extra Care has attended a number of meetings with the five Health and Social Care Trusts and the Regional Joint Social Care Forum in Northern Ireland so that the organisation can make a contribution to the ongoing consideration of how the commissioning of domiciliary care may be developed in a more efficient and effective manner.

Each Trust is considering its own position in terms of tendering and contracting within the potential for a regional approach to rates and brokerage. Increased pressure on funding for Health and Social Care over the next few years is likely to see significant changes in the commissioning and delivery of domiciliary care services across Northern Ireland. Equally the HSE in the Republic of Ireland will also be required to respond to dramatic adjustments in the funding for Health and Social Care.

In this context, Extra Care has this year embarked on a major process of restructuring the management and administration of the organisation which will lead to:

- Improved business intelligence
- Greater structural flexibility and responsiveness
- Improved efficiency in terms of value for money in service delivery
- A more robust framework to support and underpin quality
- A clearer understanding of the needs and issues relating to people at home and their carers
- Improved outcome based solutions for service users
- Better planning for investment in Information Technology, training and development and practice, innovation and research.

As with all change processes, many opportunities are presented and many difficulties encountered. It will take time for the restructuring plans to be brought through the organisation.

This year we have brought into the organisation a number of talented and energetic people who are making a strong contribution, however we have also lost people who have been with Extra Care for many years. We would like to thank those who have left the organisation this year for their many years of excellent work on behalf of Extra Care.

It has been a difficult trading year for Extra Care despite increasing revenue by 28% to £6,708,419; the organisation

has reported an operating loss of £272,901. This situation has been addressed by the ongoing change in structures supporting the management and administration of the organisation.

Some of the additional costs are outside of the control of Extra Care, for example: improvements in holiday entitlements for care workers, whilst very welcome, have added 1.5% to staff costs.

At Extra Care we have also expanded our services and have grown our hours of care by nearly 23% despite the massive disruption and extremely difficult working environment resulting from the failure of Access NI to meet any of its initial turnaround targets for vetting people to work in the sector.

This year we have made great progress in the things that are at the heart of Extra Care:

- We have introduced a Performance Management Scheme and a Learning and Development plan that encourages and supports employees to achieve their goals and reach their full potential.
- We have established a new training unit to ensure a greater transfer of knowledge and skills into the organisation.
- We have developed new models of service in Rapid Response and Benefits Advice to continue to improve the ways in which we can be responsive to the needs of our service users.
- We have been successful in achieving strong results in our pre- registration inspection with RQIA.

This year our workforce has increased by 24% to 532; in many different ways each one of the 532 people has made a significant contribution to what Extra Care has achieved this year. That achievement has ultimately changed the lives of the 2,000 people for whom we provide care at home every week of the year.

We have a strong voluntary Board who have been extremely committed to Extra Care this year and have given increased time, knowledge and energy to the organisation throughout the year.

I would like to thank the Chairperson and the Board of Directors for their support and commitment to Extra Care.

Colum Conway
Chief Executive Officer

Excellent Services and Dynamic Growth

Aim: To provide excellent innovative care and support services at home, bringing independent living to older people, dependent adults and children.

Extra Care achieved organic growth of 15% in 2008-09 and further growth of 8% was achieved as a result of the acquisition of a domiciliary care service from Northern Ireland Chest Heart and Stroke Association (NICHSA). We were delighted that NICHSA approached Extra Care to take over and manage its domiciliary services, including a Meals on Wheels service, in the Omagh area of the Western Trust.

In total 559,000 hours of service were delivered from 7 locations to over 2000 dependent adults and children in both Northern Ireland and the Republic of Ireland during 2008-09. This means the organisation achieved its overall service delivery targets.

All of the services 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 a careworker takes over the role of the family carer during the overnight period to allow the carer to have a night of uninterrupted sleep. The service is provided where the service user has management needs throughout the night such as toileting, turning etc.

Mobile Night Help Services designed to meet the needs of people who require short inputs of service during the night.

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

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

Supporting People Services support individuals to live independently in the community through the delivery of housing support services.

Benefits Advice Service funded by NIE provides benefits advice to support vulnerable adults and their carers to maximise their benefits and avoid fuel poverty.

Services 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.

Republic of Ireland

Extra Care invested in the establishment of a new organisation in the Republic of Ireland to take forward its vision, mission, values and objectives. Our headquarters in Greenhills Business Park Drogheda is the hub of operations in the Republic of Ireland from where a range of services are delivered and managed. Activity in 2008-09 was comparable to that of 2007-08 with just under 48000 hours of services being delivered to 105 service users and their families.

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 Support	●				●	●
Children's Services				●		
Supporting People	●					
Benefits Advice	●					

Quality

2008-2009 marked the beginning of a new era in Domiciliary Care as the long awaited regulation began and the final version of the Domiciliary Care Standards was published. The process for the registration of Domiciliary Care Agencies was curtailed as the number of agencies to be registered far exceeded any expectations and the plans established to manage the process proved too cumbersome. Extra Care finally received its pre-registration Inspection from the Regulation and Quality Improvement Authority (RQIA) in March this year and all services have duly been registered.

The planning and preparation for the inspection process confirmed that Extra Care is well placed to deal with the regulation of the Domiciliary sector and the publication of the Standards has given a framework upon which to build the organisation's planning for quality improvement activity for service delivery. Extra Care's philosophy is to exceed minimum standards and to be the benchmark for best practice within the sector. There is some evidence that this is being achieved as at the request of Health Trust staff Extra Care has provided support to small domiciliary care agencies in policies and procedures to assist them in meeting regulatory requirements.

The expected registration by the Northern Ireland Social Care Council (NISCC) of the Domiciliary Care workforce is now expected to be completed by 2012. Extra Care has been working to the NISCC Induction Standards and continues to provide levels of support and training to staff which will become mandatory once registration of the workforce is implemented.

Although 2008-09 saw a 23% increase in the number of hours of service delivered there was a reduction in the number of complaints received from 37 in 2007-08 to 30 in 2008-09. Levels of resolution of complaints remain high with all but 2 of the complaints being resolved to the full satisfaction of the complainant. Throughout the year a steady stream of compliments and commendations came into the organisation from service users, carers, families and commissioners of services. We are grateful to those who took the time to contact us with this positive feedback which is very much appreciated.

Extra Care continues to work on quality improvement across the organisation with the focus this year on ISO 9001 as the process structure sits well with the requirements of the Domiciliary Care Regulations and Standards.

During the year a survey was carried out with commissioners of services and funders to ascertain their perceptions of Extra Care and to identify areas in which Extra Care could develop or improve. Those surveyed were asked to select from a list of words to describe Extra Care. 87% of responses to this question focused on the words: reliable, trustworthy, caring, reputable, responsive, professional and innovative. The only negative word or phrase identified by respondents (2%) was "low profile". The survey also highlighted the fact that a large number of those who commission our services are unaware of the fact that Extra Care is a not for profit organisation or that it operates across Northern Ireland and in the Republic of Ireland.

Asked to rate Extra Care services 89% of respondents deemed them to be "High Quality" and the remaining 11% "average".

One new partner organisation commented that Extra Care is:

"a very professional organisation committed to ensuring that people have a choice to remain in their own home. Any staff I have met are very professional and caring".



Innovation

Aim:

- **To provide practical based and locally accessible training and resources for the Home Care sector.**
- **To implement new services through a programme of innovation and project funding.**

A Training Unit has been established this year with two key objectives:

- To put in place a learning and development plan for all staff.
- To improve the level of knowledge, skills, resources and capacity within the organisation to support its own development and potentially the development of the sector.

The Training Unit has been developed as an integral part of the overall HR and workforce development function within Extra Care. Our new Training Manager, Julie Holmes, has brought a wealth of knowledge and skills into the organisation and is making a strong contribution to the development of training in all areas.

New training facilities have been established in Drogheda, Ballymena, Enniskillen and Downpatrick with help from funding by An Pobal and sponsorship from Ecclesiastical Insurance.

New training and resource packs have been created for 15 new areas including Risk Assessment, First Aid, Child Protection, Moving & Handling and Food Hygiene.

Four places have been secured for Managers on two Management Leadership courses facilitated by Price Waterhouse Copper through funding from the Department of Employment and Learning.

It has been a very busy start for the Training Unit with further developments planned for the coming year.

The strategic focus of our work on innovative models of care has six primary areas for development:

- **Dementia Care**
- **Family Care Training**
- **Rapid Response**
- **End of Life Care**
- **Benefit Advice**
- **Services for Children**

Family Carer Training is an award winning programme delivered in the Northern and Belfast Health & Social Care areas in Northern Ireland and the Drogheda area of the HSE in the Republic of Ireland. Elements of the programme are also delivered in the Western HSCT area.

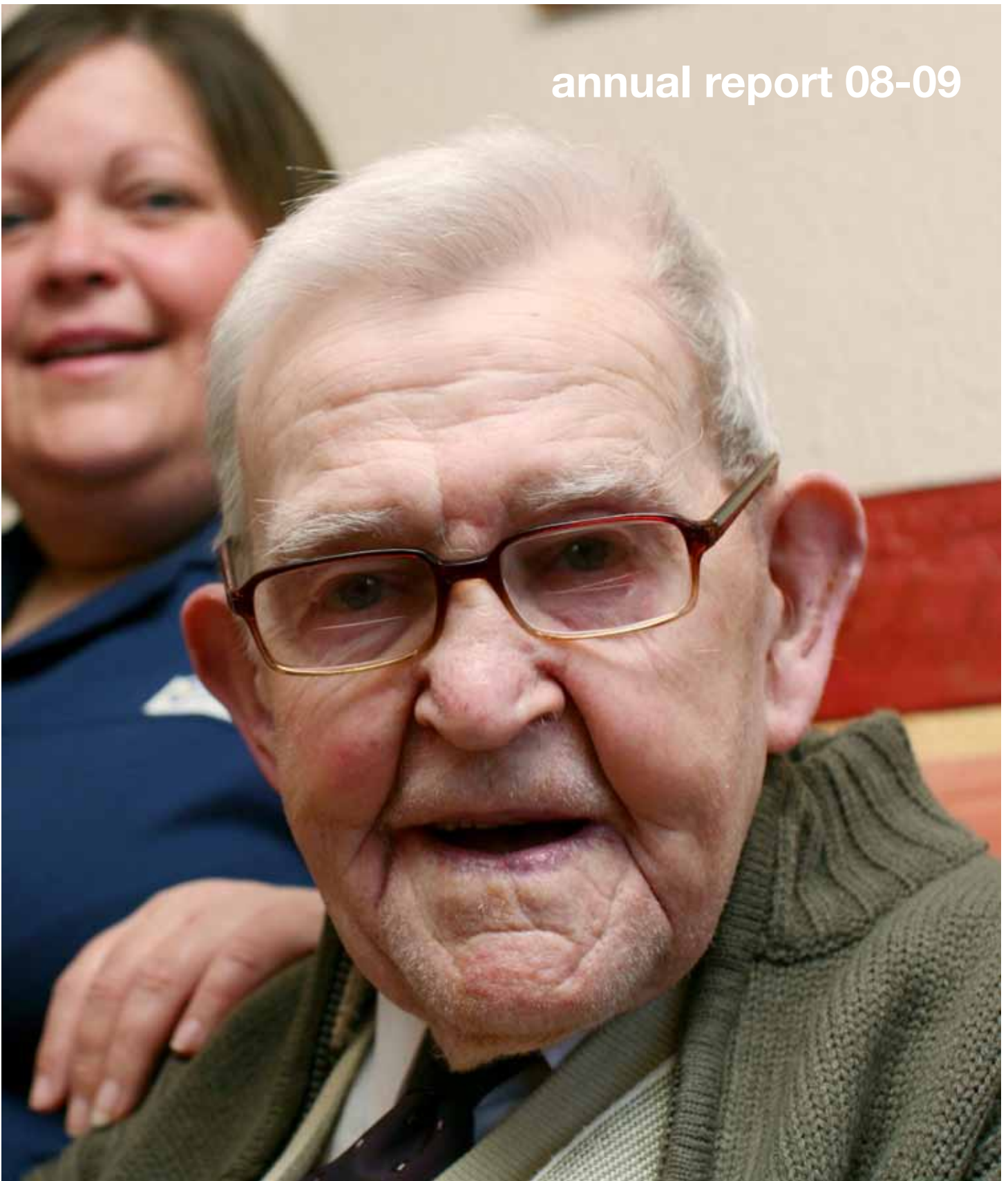
Extra Care would like to expand the service into a regional model of service delivery, to build on its considerable success to date. This year a regional model of service delivery has been developed and we continue to look for funding sources to support the expansion of the service.

New services in Dementia Care that have a focus on the needs of the service user and delivery objectives that focus on the outcomes for the service user are currently under development in conjunction with the Belfast HSC Trust.

This year we have launched a new Benefits Advice Service as part of the "For your Benefit" scheme supported by NIE Energy.

Extra Care, as part of a range of organisations, provides people at home with a confidential and comprehensive assessment of individual circumstance to establish if people are entitled to additional unclaimed benefits. Extra Care is unique in the partnership in that it visits people directly in their own homes and the initial feedback on the services has been extremely positive. We are delighted to have brought Geraldine Martin into the organisation to deliver this service in the Northern Health & Social Care area.

This service is an excellent example of the added value Extra Care can bring to its core services. The Rapid Response Service has gone through a few design shapes this year before we managed to find the right service delivery model. It has been a difficult year for the service getting off the ground at a time when we could not employ staff as a result of the delays with Access NI. However, towards the end of the year the service began to hit its weekly targets (for this year) and although it fell short of its overall targets for this year, we are confident the service will deliver against targets next year. We now have a model of service delivery that can be replicated in other areas and we are currently preparing information for other Trusts on the benefits of the service.



“I felt I wanted to write you a letter to say thank you for everything you did for me over the past few months, the care I received was second to none.”

The Rapid Response Service has its own particular service delivery pressures, the administration and management team of Marie Carey-Brownlow, Agnes Belshaw and Janice McCann are to be highly commended for the work they have put into the service this year along with a dedicated team of care workers who have been unwavering in their commitment to the service users.

The feedback on the service from commissioners and service users has been extremely positive. Other new services started this year are a new Mobile Night Service in the South Down area of the Southern HSC Trust and three new care runs established in Ballymena and surrounding areas of the Northern HSC Trust.



Participation and Investment, Strong Relationships and Partnerships

Aim: To make a significant contribution to maintaining and improving the quality of life of older people, dependent adults and children who are living at home and to the lives of their carers and families and to be a champion of independent living.

This has been a dynamic year for the Domiciliary Care sector and the Charity sector in Northern Ireland and the Republic of Ireland. Extra Care has endeavoured to make a contribution to the developments throughout the year.

Through active memberships of the Wheel, Care Alliance Ireland and Disability Federation Ireland (DFI) Extra Care has responded to developments in the Charities Bill 2007, the Carers Strategy and the National Disability Strategy in the Republic of Ireland. At local level, the office at Drogheda has been involved with the local DFI groups, in establishing a new Garda Clearance Project for the groups in the area.

At national level, Extra Care has been represented on a group at the HSE developing National Quality Guidelines for Home Care Support Services.

In Northern Ireland, Extra Care has been actively involved in local HSC Trust based Domiciliary Care Forums contributing to the planning and commissioning process.

Through its active membership of UKHCA and IHCP, the organisation has contributed to responses to such areas as; Northern Ireland Audit Office Report on Domiciliary Care for Older People; the HSC Trust consultation process on Review Targets; the Northern Ireland Social Care Council consultation on the registration of Social Care workers; the Workforce Learning Strategy for the Northern Ireland Health and Social Care Services.

Extra Care has also been actively involved in meeting with the HSC Trusts and the regional Joint Social Care Forum to discuss developments in the planning and commissioning of Health & Social Care services in Northern Ireland.

As a member of NICVA and CO3, Extra Care has had the opportunity to contribute to the development of the Northern Ireland Charities Commission as part of the Charities Act (Northern Ireland) 2008.

Extra Care has also continued to look towards forging partnerships with other organisations in the voluntary, community, statutory and private sectors to take forward good practice in training, management and care.

In terms of raising the profile of the organisation, this year the focus has been on identifying opportunities at local level to highlight the work of the organisation. Events that attracted a good level of local press coverage included; long service awards for staff held in Newtownabbey and Ballymena; NVQ training awards held in Enniskillen; a Christmas celebration for service users held in Ballymena and Carers Week events that took place in Drogheda, Dundalk and Monaghan.

Good Outcomes

Good Outcomes reflect the experience of people who are recipients of the services of Extra Care. We strive to ensure the work we do has good outcomes for people and that it meets their needs. This year we have had very positive feedback from a number of service users.

Examples of which are as follows:

“I am writing to ask you to convey to the members of the Rapid Response Service concerned with my treatment, my deeply felt gratitude for the care and attention shown to me following my operation. I have no doubt I could not have made a satisfactory recovery without their help”

Service user Ballymena

“I would like to thank you and the staff of Extra Care for the special attention my Mother received over the last few weeks of her life and indeed over many months. She got on so well with the girls who treated her with love and tenderness when she most needed it”

Service user Downpatrick

“Your Benefits Advisor is always ready to listen and give advice .In recent months I and my staff have made contact regarding queries and have found the service very beneficial to me and my constituents. From the feedback I am receiving, my constituents are delighted with the assistance given by the service and it has meant in all our cases that they have been successful in their respective claims for benefits”

Local MLA on the Benefits Advice Service



“I felt I wanted to write you a letter to say thank you for everything you did for me over the past few months, the care I received was second to none.”

Service user in Whiteabbey

“The contribution of Extra Care was instrumental in enabling mum to remain in her own home and to maintain her independence”

Service user in Omagh

“Your staff were both caring and professional. We admire the work you do maintaining patient’s dignity in difficult times.”

Service user in Belfast

“Thank you all for making our Mother’s last years so caring and comfortable. She loved Ann her care worker.”

Service user in Drogheda

A learning environment for valued staff

Aim: To be recognised as an excellent employer where staff are encouraged to maximise their achievements, fulfil their potential and are enabled to make a significant contribution to Extra Care.

Extra Care has developed a learning and development plan which has a focus on individual and organisational development and learning through programmes of Continuous Professional Development.

This year more than 60 staff are being supported by Extra Care to complete NVQ training in Health & Social Care and Business Administration. Plans are in place to support a further 40 staff through NVQ training next year.

A new Bridge to Employment Scheme has been established which supports participants through the Extra Care induction programme.

The induction programme itself has been revamped with a new structure and new content and resources to reflect a broader assessment framework for good practice and the Northern Ireland Social Care Council induction standards.

Along with the training facilities and resources established this year further development work has been carried out on the transfer of knowledge and skills through e-learning, competency mentoring and assessment, action learning and coaching and learning through peer support.

We have engaged other agencies such as the Labour Relations Agency, the Equality Commission and Price Waterhouse Cooper to help develop training programmes for Managers in such areas as Recruitment and Employment Policies, First line Management and Business Leadership.

We have worked with the Department of Employment and Learning in reviewing and improving our use of the facilities offered by Jobcentres for targeted recruitment.

Extra Care now submits and manages vacancies on line with Employers Online N.I. We have also contracted with NI Jobfinder for online recruitment services.

A pilot of the new Performance Management Programme was successfully completed to March 2009 and a programme for the year 2009-10 has been implemented.

This gives all management and administration staff clear and agreed objectives for the year supported by individual programmes for Continuous Professional Development.

There is still a great deal to be achieved in taking forward a programme of work that will underpin the value of staff through a strong learning environment within the organisation. This year we have made a good start in a difficult operating environment and we hope to take further steps forward in the year to come.

Good Governance

Aim: to ensure the organisation reflects best practice in terms of governance and management.

There have been significant developments in the Charity sector in Northern Ireland and the Republic of Ireland this year.

New legislation to govern charities is being implemented in both jurisdictions.

This year Extra Care has established a new organisation in the Republic of Ireland within the new legislative framework.

We are grateful for the help of The Wheel, Matthew Ormsby Prentice Solicitors and Board Match in providing us with the help and guidance required to establish a new Board of Directors for Extra Care in the Republic of Ireland.

In Northern Ireland the Board of Directors is reviewing its Memorandum and Articles of Association in line with the emerging legislation and best practice in governance.

A particular focus of work for the Chairperson, the Board of Directors and the Senior Management team has been on the decisions relating to the major plans for the re-structuring of the administration and management of the organisation.

This year significant progress has been made on the modernisation of the financial procedures systems within the organisation with the introduction of a new Financial Procedures Manual and investment in an upgrading of the Financial Information software. Support in this process was provided by J.L. Grant & Co. and Xperience.

Government objectives for the coming year include the development of Directors Handbooks along with a review of reserves and investment policy. This year has seen many strong developments in upgrading and modernising key aspects of the governance of Extra Care. In the new environment presented by legislation and regulation in this area, Extra Care will continue to focus on and develop its approach to good governance.

Financial Review

Extra Care has had a very difficult financial year up to 31st March 2009. The Charity has recorded an Operational deficit of £272,901.

Income generated has increased by 28% to £6.7million.

This increase has arisen predominantly as a result of increased Care activity with over 559,000 hours having been delivered this year.

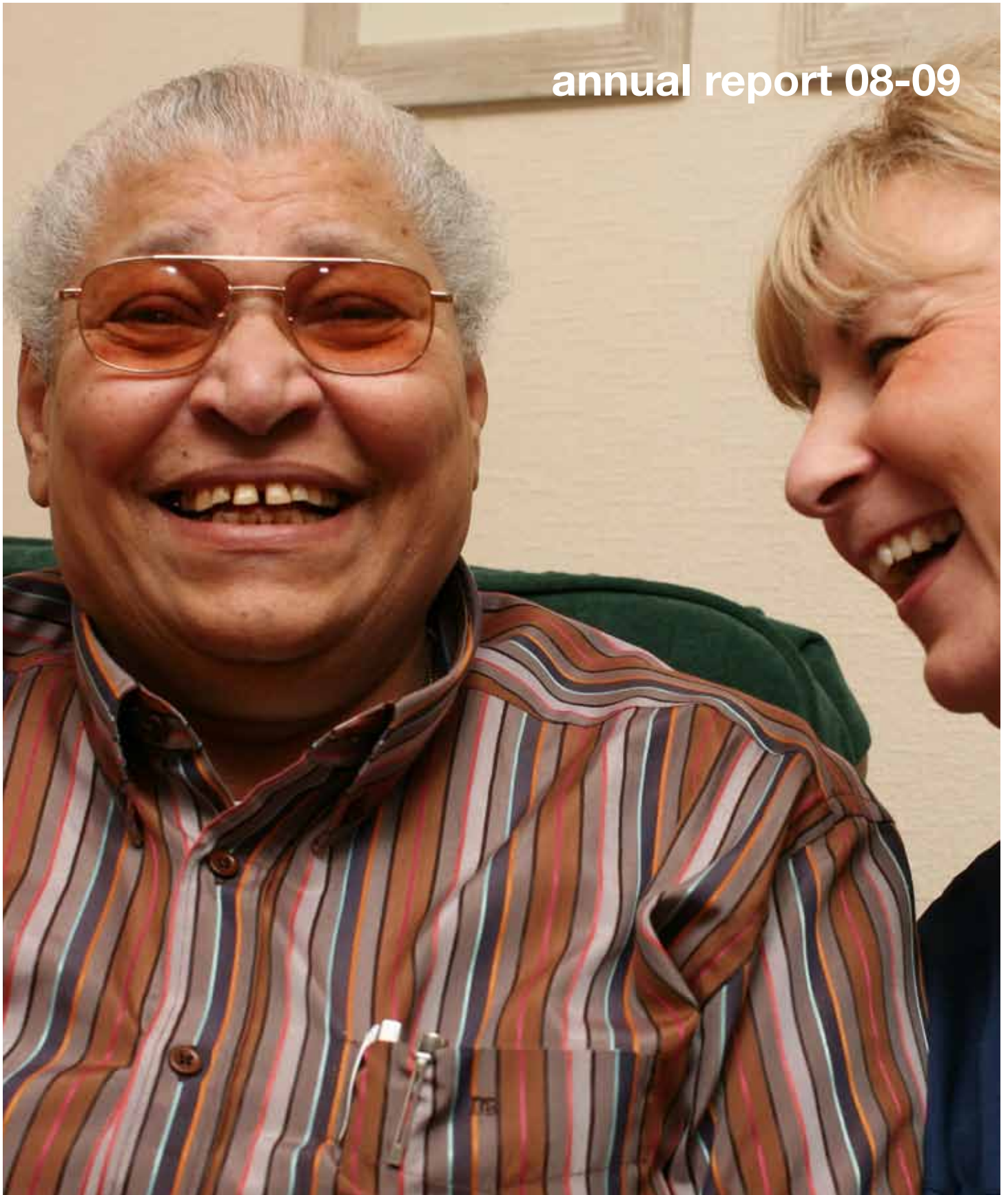
Extra Care's main commissioner of service remains the Health and Social Care Trusts and HSE which accounts for over 90% of total income.

During this year the direct costs of delivering Extra Care services rose 29% to £6.5million, while support costs including accommodation costs rose to £622,000.

The value of the Charity's investment portfolio fell with a unrealised loss on investments of £197,000 being recorded. Against this the property at 11 and 11A Wellington Park was re-valued with a re-valuation gain of £474,000 being included in the Revaluation Reserve.

The overall net movement of funds for the charity this year is (£65,000).

The Board and Executive of Extra Care have put into action a plan that will see Extra Care return a surplus by Year End, March 2010.



**“Your staff were both caring and professional.
We admire the work you do maintaining patient’s
dignity in difficult times.”**

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