



greensleeves  
care

You're among friends

**Social Impact Report**

2018-2019

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# Chairman's and Chief Executive's Report



Chris Shaw, Chairman



Paul Newman, Chief Executive

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**I**t has been a successful year of growth and transition for Greensleeves Care, having achieved significant progress against our strategic plans. During the past year, we welcomed 520 new residents and cared for 1,297 people across our 24 homes. We also employed and developed over 1,300 staff this year; our social impact has never been higher.

## STRONG PERFORMANCE

At the end of March 2019, we were registered to care for 971 residents. Continuing to outperform the sector, we achieved an average annual occupancy of 92%. This high level of occupancy has been achieved against a backdrop of significant levels of competition in the homes' respective local markets, particularly in the self-pay arena.

Total income increased by £5.0m (14%) from the previous year, reflecting the growth in newly available residents' rooms and improved average weekly fee. Our total operating costs increased by £5.9m (17%). Any surplus generated by the charity is reinvested in our homes to maintain the highest quality of care and support for our residents.

## QUALITY IMPROVEMENT

In 2018, we boosted our investment in quality and appointed our first Director of Quality & Compliance. Continuous quality improvement continues to be our guiding light.

Harleston House, our dementia home in Suffolk, joined Broadlands and The Briars as our third 'Outstanding' home. Our overall CQC ratings continue to outperform the wider market.

In Ipsos MORI's national Your Care Rating 2018/19 survey of relatives, Boverere was voted the No.1 home in the UK

and Torkington House was voted third. Greensleeves Care was also named a Top 20 Large Care Provider based on national reviews from residents and relatives on carehome.co.uk, with Broadlands and De Lucy House securing top places in the East of England.

Knowledge and skills around health and safety within our homes has been significantly strengthened with considerable investment in the training and development of our management and maintenance teams.

The Greensleeves Centre for Quality has continued to go from strength to strength, adding working groups on nutritional wellbeing and end of life care. Our unique approach allows best practice to be shared across homes, as well as the formation of future priorities to advance Greensleeves Care as a sector innovator.

## INVESTMENT

The level of investment in the existing estate by way of extensions and renovations remains considerable and is necessary to ensure that we remain competitive in the long term.

During the year, major works have been undertaken at Boverere, Croxley House, Gloucester House, Mount Ephraim House and Tickford Abbey. Ongoing developments range from a new 40-bed annexe at Croxley House to a bespoke dementia unit at Tickford Abbey.

## GROWTH

In July 2018, we opened Lavender Fields near Sevenoaks in Kent. The home is purpose built for 75 older people requiring residential and dementia care. During the summer period, we also acquired Whitegates in Sussex, a popular residential home for up to 24 people.



The opening of Lavender Fields

We remain committed to expand and modernise the care and support we offer. In July 2019, we will open a new residential and dementia home for 66 residents in Ely in Cambridgeshire. In 2020, we will replace Thornbank in Ipswich with a new state-of-the-art dementia home for 66 people. In 2021, we will open a new nursing home for 60 residents on a pioneering health and wellbeing campus in Rye, Sussex.

## PEOPLE

As in previous years, our success and our ability to fulfil our future objectives are only possible through the commitment of our employees. Our workforce is fully trained to provide personalised care which reflects our values – Respect, Openness and Responsibility – and this is mirrored in the feedback of our regulatory reports.

In 2018, Greensleeves Care enhanced its Investors in People accreditation to silver level. We strengthened our commitment to training and development with the launch of a new eLearning system to allow for a blended approach to learning. We continue to encourage all staff to develop their personal skills and during the year we were pleased to have 18 individuals shortlisted or win a variety of prestigious national and regional care industry awards.

We would like to take this opportunity to thank our staff and many volunteers for their continuing hard work and dedication. We would also like to pay tribute to the board of trustees for giving their time and expertise to help set the strategic direction of our charity. The continued development of our board governance and trustees' support in helping the executive team to achieve their objectives continue to reap success.

# How we work

As we continue to develop, grow and help even more older people, it is vital that we maintain our values and a sense of who we are at Greensleeves Care.

Our motto is 'You're among friends' and that is evident in each of our homes every day.

Our core values are:

## ▶ Respect

- We treat residents and colleagues with dignity and value their unique life experiences and personal contributions

## ▶ Openness

- We act with candour and build confidence in our intentions, behaviour and actions
- We choose words and actions that are sincere, not misleading

## ▶ Responsibility

- We are committed to meet the needs of others and behave responsibly towards residents and colleagues at all times
- We empower individuals and encourage each other to take ownership of our duties while being aware and careful of the choices we make

# How we fund our work

## • Income from care fees

Like all charities, we need to fund the good work we do. We receive no government grants or donations from large bodies. Instead, most of our income comes from the weekly fees that our residents pay. We strive to provide the best possible value to our residents and minimise the fees that they pay, which is largely achieved because we have no shareholders.

## • Investments

We also receive some income from financial investments that we have made which provide an ongoing passive income to the Trust. Although considerably less significant than our care fees, this income provides an important contribution to our mission to help older people.

## • Donations

We also receive some of our revenue from donations, either from current residents, their families and friends, or through legacy donations made in people's wills.

# Our aims

## \* Objective 1

Provide residents with a better quality of care. Our charity was founded on the principle of helping older people to live better lives and we still hold true to that today.

## \* Outcome 1

Greensleeves Care residents are receiving an enhanced quality of care

## \* Objective 2

Empower Greensleeves Care's staff to perform to the best of their abilities. Great care starts with great people and we strive to employ the very best staff, retain them and allow them to do a fantastic job.

## \* Outcome 2

Staff are engaged with Greensleeves Care and are empowered to perform their jobs to the best of their abilities

## \* Objective 3

Create increased engagement with relatives and friends through Greensleeves Care's work. We don't just care for our residents, we also look after their families. Our motto is 'You're among friends' and families are just as much a part of our communities as our residents.

## \* Outcome 3

Relatives are closely engaged with Greensleeves Care and value the support they receive

## \* Objective 4

Implement excellence and innovation at Greensleeves Care's homes. The world is changing in so many ways and if we are to continue to provide the best possible care, and to be at the forefront of care, we need to change ourselves continuously.

## \* Outcome 4

Greensleeves Care homes are recognised for excellence and innovation

## \* Objective 5

Increase our positive impact on local communities. Helping older people is not limited to those residents we care for. We are also committed to having a positive impact within the communities where we live.

## \* Outcome 5

Greensleeves Care has a wider impact on local communities

# Outcome one: Residents are receiving better quality of care



Care at Lavender Fields

- Your Care Rating is the UK's largest and most respected independent national care home resident satisfaction survey.
- The survey is completed by the residents providing them with a genuine say. Only those care providers who are proud of their care quality and who are committed to delivering the highest quality of care to each of their residents participate in the survey.
- Greensleeves Care homes achieved one of the highest Overall Performance Rating (OPR) scores of all the participating organisations with a score of 926 out of 1,000.
- The overall score is split into 4 main sections:
  - Staff and Care with a score of 921
  - Home Comforts with a score of 913
  - Choice and having a say 921
  - Quality of life 962
- 97% of our residents are happy living in their Greensleeves Care Home.
- 99% of our residents are happy with the overall standard of the home.
- 100% of our residents said they were always treated with kindness.

- 99% of residents said the home was clean and tidy at all times.
- 100% of residents said that their care home was a safe and secure place to live.
- 100% of residents said that staff provide the care that they need.
- 86% (19 out of 22 inspected homes) care homes were rated Good or Outstanding by the care regulator, Care Quality Commission (CQC), as at 31.03.2019.
- Greensleeves Care homes achieved eight 'Outstanding' ratings in individual categories as at 31.03.2019.
- Three care homes were rated Outstanding overall by the Care Quality Commission: The Briars in Sandown on the Isle of Wight, Broadlands residential home in Oulton Broad, Suffolk and most recently Harleston House in Lowestoft, Suffolk.
- Greensleeves Care achieved an overall group score of 9.7 (out of 10) on the leading online care directory website carehome.co.uk as at 31.03.2019.
- Greensleeves Care was named Top 20 Recommended Care Home Group in the UK 2019 by the leading online care directory carehome.co.uk based on reviews from residents and their relatives/friends.
- Greensleeves Care was the 2nd highest rated large care company in the UK by its residents and family members on carehome.co.uk
- Broadlands was also named Top 20 Recommended Care Home in East of England 2019 by carehome.co.uk achieving 5th place out of a total of 1,689.
- De Lucy House was named Top 20 Recommended Care Home in East of England 2019 by carehome.co.uk just behind Broadlands in 7th place out of a total of 1,689.
- 19 out of 24 Greensleeves Care homes achieved Eden Alternative accreditation (as at 31.03.2019), this means Greensleeves Care has the highest number of Eden accredited homes in the whole of Europe. The Eden principles provide a framework to transform traditional approach to care into a creation of communities where life is worth living and where older people can thrive.

## Residents' feedback from carehome.co.uk:

*"I would highly recommend De Lucy House, staff couldn't do enough for you. Nothing too much trouble. Very cheerful atmosphere and would certainly use De Lucy again."*

**Resident at De Lucy House**

*"This is a very nice care home. The staff and facilities are very good. Could not find a better care home than this one from all the ones my husband has looked at, this is the one – excellent. I am very happy to be at this care home."*

**Resident at Croxley House**

*"I spent 3 months at Speirs House and felt safe here. The staff were always helpful and solicitous. It was a real haven coming from the hospital and put me on my feet. I cannot praise Speirs House enough. The reassuring help will make me fully able to walk again. I wish the staff of Speirs House all possible success."*

**Resident at Speirs House**

*"I am very happy to be living at Borovere. I was recommended the care home by my doctors and family agreed that the facilities are excellent. Since living here, I have made many friends and I like the activities that are on offer."*

**Resident at Borovere**

*"The love and care of all the staff and all they do for me is excellent. I am enjoying my stay here."*

**Resident at Pelsall Hall**

*"I find Kingston House to be a well run, friendly, clean and comfortable home. The food is excellent, the staff are kindly and there are plenty of activities in which we can participate in. The home's minibus goes out most days visiting various, local clubs, fetes, tea dances and garden centres. We regularly have entertainers visit the home which adds to the quality of life you can experience at Kingston House."*

**Resident at Kingston House**

# Reflections of a St Cross Grange resident



Molly just after joining the Army, aged 17

Molly Allen was waiting for a bus when she decided to “pop in” to the recruitment office of the Army. After answering a few questions, she left and went home. A few days later her call up papers arrived! Molly was only 17 when she joined the Army in the Auxiliary Territorial Service (ATS), slightly under age, but she “lied” about her age. She had always wanted to join the Army as her brother was already serving.

After training in Scotland she then went for specialist training as a telephonist with the Royal Corps of Signals. She was then posted to St Cross Grange in Winchester, which had been requisitioned by the Army. Part of the work at the Grange involved preparing the Hampshire roads to take heavy artillery and tanks in preparation for D-Day.

During her time at St Cross Grange, she remembers the hard work, the dances in the evening in what is now



Molly with her Royal Corps of Signals badge showing above her left pocket

the main lounge – and meeting her husband, who was a GPO engineer.

Molly (94) has been a resident at St Cross Grange for two years. Molly said: “I love being here at St Cross Grange and I feel like my world has come full circle and I’m now back home again. The staff are all lovely and do their very best for us all.”



Molly proudly remembering her contribution to the war effort and displaying her wartime photographs

# Thoughts of an “Outstanding” Home Manager

by Sue Graham, Manager, Harleston House

When I was asked to write about what made a home Outstanding I thought long and hard about it and really struggled to think of a single thing that makes the crucial difference. I suspect that, like everything else, different homes become outstanding for different reasons. But here are some of the things that we do at Harleston House that seem to have made a difference.

Everyone at the home has their own role to do, none are more or less important than another. However what matters is that all these tasks are performed to a really high standard.

While each role is important, at Harleston House it is the teamwork which sets us apart; everybody always goes above and beyond and pitches in whenever and whatever is needed. Yes, they may be a housekeeper, carer or member of the kitchen team but if a resident is distressed or needs something they are there. If we are short of staff one day in a particular department the rest of the team is offering to help out and get the job done.

The whole team understand that the home is all about the residents and that each of these amazing people are individuals with a history, with loves, with losses and with an amazing life story. Each member of the team makes it their personal mission to ensure they know as much history as they possibly can.

Not only this, but like everybody else in the world, residents have good days and bad days and days when it is all a bit much. We try and make sure we react to this by knowing how they feel and supporting them accordingly; this can only be achieved by listening, observing, communicating and stimulating.



Sue Graham, Manager of Harleston House

Care used to be very much about functions, when did the resident eat, when did they sleep and have they had their medication? At Harleston House, we do all this but we also focus on the little things, and we constantly evolve who we are and what we do.

At Harleston House we want each resident to be free of stress and agitation. Residents living with dementia can wake up every day with a different set of thoughts, and agendas, it can be like they are a new resident entirely. We strive to treat them like we have only just met them for the first time, rather than make a judgement every day about what they are capable of.

Our passion is treating everyone as a person and an individual and with the respect of who they are today, perhaps this is the key to our happy home.



Sue and her Care Team, Harleston House

# Outcome two: Staff are engaged and empowered to perform their jobs to the best of their abilities

- The Greensleeves Care training team delivered over 492 face-to-face training sessions to 1,417 members of staff across 2018/19.
- In total there has been 4,223 attendees to training sessions.
- Over 2018/19, home management teams at Greensleeves Care homes have participated in over 100 hours of specialist management training. This included training on Managing Complaints, Managing Change, Health & Safety, Safeguarding Vulnerable Adults.
- Activity Coordinators participated in 4 working group meetings and two Activity Coordinators Workshops.
- Chefs and catering staff participated in a Nutrition and Catering Workshop and two working group meetings.
- Home Managers and representatives from our nursing staff teams attended two End of Life Care Working Group meetings and participated in a tour of a working hospice, Royal Trinity Hospice in Clapham.
- Maintenance staff underwent significant training and on-site support/upskilling over the past 12 months, including completing the level 3 Health & Safety qualifications, train the trainer in working at heights, etc.
- Greensleeves Care continues to pay all its staff above the National Living Wage.
- Greensleeves Care appointed Julie Clarges as Director of Quality and Compliance and Nick Farmer as Director of Operations and Planning.
- 8 Home Managers have been promoted from within the Greensleeves Care family.
- 9 Deputy Managers have been promoted from within the Greensleeves Care family.
- Greensleeves Care employs a training team of four people supporting all the charity's care homes with training provision.
- Greensleeves Care employs a Group Admiral Nurse who provides much-needed practical and emotional support to family carers, as well as the person with dementia.
- Greensleeves Care employs three Peripatetic Managers who are supporting individual managers and care homes.



Speirs House care staff celebrating Carers Week

# Career development of Anne Maas, Home Manager of Broadlands, Oulton Broad, Lowestoft

Greensleeves Care is proud of its record of developing staff and promoting them into new and more senior roles, currently over a third of Home Managers and Deputy Managers have risen through the ranks from other roles. We caught up with Anne Maas, one of Greensleeves Care's most successful and longest serving managers, to find out more about her journey.



Anne Maas, Home Manager, Broadlands

I joined Broadlands in 1994 as their Bookkeeper on a 15 hours a week contract. It didn't take very long for me to get involved in all aspects of the home, covering care shifts, organising fundraising and generally being there for residents and staff.

I was encouraged to complete my RSADip in 1996 at our local college. I progressed from Bookkeeper to Assistant Manager working alongside the staff full time. I successfully applied for the Manager's position.

I am still here 25 years later, having completed Level 4 in Care and Level 5 in Leadership and Management along with Health and Social Care degree credits and so much more.

I am now able to offer my staff the same support and encouragement I received, developing their skills and utilising their potential.

Greensleeves Care is and has always been pivotal in staff development at any level. Always happy to support willing staff to further their careers.

Lots of my staff are now in senior positions and several have gone on to complete nurse training, all as a result of working for an organisation who celebrates high standards of care along with professional development.

# Outcome three: Relatives are better engaged with Greensleeves Care and value the support they receive



- Your Care Rating is the UK's largest and most respected independent national care home resident satisfaction survey.
- The survey is conducted by Ipsos MORI among the residents' families providing them with a genuine say. Only those care providers who are proud of their care quality and who are committed to delivering the highest quality of care to each of their residents participate in the survey.
- Greensleeves Care homes achieved one of the highest Overall Performance Rating (OPR) score of all the participating organisations with a score of 882 out of 1,000. The average is 842 across all participating care groups.
- Torkington House in Acton was voted the third best care home in the whole of the UK with an amazing individual score by family members of 973.
- Unbelievably, this 3rd place was improved upon by Borovere Care Home in Alton that claimed the top spot as the UK's No.1 Care Home as voted by friends and families of our residents with a fabulous score of 987.
- The overall score is split into 4 main sections:
  - Staff and Care with a score of 990
  - Home Comforts with a score of 1,000
  - Choice and having a say 952
  - Quality of life 1,000
- 99% of our friends and families feel welcome when they visit their Greensleeves Care Home.
- 99% of our friends and families say we treat our residents with kindness and dignity.

- 100% of our friends and families say they can visit their loved ones any time they want.
- 95% of our friends and families say they are fully satisfied with the quality of care of their loved ones.
- 98% of our friends and families say their homes are clean and tidy.
- 99% of their residents are happy with the overall standard of the home.
- On the review website Carehome.co.uk there are 530 reviews of which:
  - 495 people said they were extremely likely to recommend Greensleeves Care
  - 34 people said they were likely to recommend Greensleeves Care
  - 1 person said they were neither likely or unlikely to recommend Greensleeves Care
- Social Media engagement: all Greensleeves Care homes have their own Facebook pages.



Torkington House staff and residents celebrate in their wonderful garden on achieving UK's 3rd best Care Home voted by friends and families

## Residents' feedback from carehome.co.uk:

*"After an unexpected trip to A&E, the staff from The Briars drove to the hospital to find my mother and stay with her. The team then arranged for her transfer to The Briars. I felt overwhelmed by the caring attitude given to mum and also me as at the time I was 100 miles away and helpless to do anything. What superb service. A very caring place, everyone had a smile and nothing is too much trouble."*

**Daughter of Resident at The Briars**

*"100% care by all carers and management, nothing is too much trouble to help our mum. The facilities, activities they do are amazing, we understand from mum the food is lovely with different options daily. Very clean, a beautiful room with a beautiful view. Could not be happier with Sharnbrook House. Keep up the good work."*

**Son of Resident at Sharnbrook House**

*"My granddad is now receiving the best care possible in amazing homely surroundings and is living his best life and we could not thank the team enough for the care they provide. They always will go above and beyond."*

**Grandson of Resident at Lavender Fields**

*"My father has been a resident at Gloucester House for 3 years and we have been really happy with all aspects. Most importantly, the staff who are brilliant, friendly and genuinely caring. My father has been really happy living there, being well cared for and treated with respect."*

**Daughter of Resident at Gloucester House**

*"My friend has been a resident for over 18 months, she recently described the staff to me as 'The family I never had'. I cannot think of a better tribute to the love and care she has received. Nothing in life is perfect but Whitegates and its staff are pretty close."*

**Friend of Resident at Whitegates**

## CQC had this to say about Harleston House in the recent report:

- “People were at the heart of the service; receiving outstanding care that was personalised to them, taking account of their individual needs and wishes. Without exception people, relatives and professionals were full of praise about Harleston House.”
- “Staff were proud to work at Harleston House and were remarkably motivated and enthusiastic about delivering high quality care.”
- “Without exception feedback from people and relatives about the approach of all the staff was extremely complimentary.”
- “Staff were consistently kind, caring and compassionate. They promoted people’s independence and treated people with dignity and respect.”
- “Staff understood how people wanted to be supported and had a thorough understanding of each person’s likes, dislikes and preferences.”



Jubilant Harleston House staff



STOFT

greenleeves  
care  
*Warm among friends*

Inspected and rated by

 Care Quality  
Commission

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# Outcome four: Greensleeves Care homes are recognised for excellence and innovation



The Magic Table in action

Innovation in Care is absolutely crucial to meeting the needs of a changing world, an ageing population and the unknown impact of leaving the European Union. Even without all of this uncertainty it is still important to innovate in elderly care so that we can just get better.

At Greensleeves Care we take this need to innovate extremely seriously which is why we engage in a number of external groups to look for ways of doing things better, but we also have a number of internal think tanks with the same challenge.

#### **Greensleeves Quality Improvement Groups:**

**Activities** - We work tirelessly to enhance the delivery of meaningful activities and events and to build strong, lasting links with local communities. We look to take the resident's day and make it better, take their expectations for activities and exceed them and take what the rest of the world thinks is achievable and surpass it.

**Nutrition and hydration** - We aim to improve upon the provision of a healthy and nutritionally balanced diet but also improve upon the dining experience.

**Dementia** - We strive to join those living with dementia on their journey in their reality, so we can maximise the quality of their life whilst keeping them safe. We also support families and friends in understanding the condition better, so they too can join and be part of their loved one's journey.

**End of Life** - We focus on improving, the already excellent end-of-life care that our residents receive, so that their final chapter is more positive, more dignified and more respectful and, so far as possible, free from pain and suffering. We also aim to make the experience as positive as possible for their loved ones, so their memories of the final days are filled with joy and love not regret and sorrow.

**Care Workers Charity** - Greensleeves Care are proud supporters of the Care Workers Charity (CWC) and we will continue to do all we can to assist them in their vital mission. The Care Workers Charity is a fabulous organisation that provides financial assistance to care workers both past and present who have fallen on hard times.

Greensleeves Care is regarded by many within the care community as being an innovative and forward thinking organisation. This reputation has been forged over 20 years of trying to make the lives of the older people better. Many of our fellow care charities and companies are also innovating and harnessing new concepts and technologies. But we feel really proud that Greensleeves marries new ideas with traditional values ensuring we retain what made us good whilst continuously striving to get better.

### Virtual Dementia Tour

The most innovative dementia training available today is the Virtual Dementia Tour. This is a stunning experience based session providing candidates with a genuine insight into what living with dementia is really like. Many organisations dabble with this training and provide it to a very limited number of their senior team. But Greensleeves Care is the only organisation that commits to delivering it to all resident-facing staff.

Some people describe this training as life changing and they always say they wish they had done it years ago. The Virtual Dementia Tour is one of the things that sets us apart when supporting people living with dementia.

### Magic Table

We have installed the first 'Magic Table' or Tovertafel in Dutch, an award-winning innovation from the Netherlands, which is renowned for its cutting-edge approach to dementia care.

The technology has been designed to help those at a later stage on their dementia journey be more active and create moments of happiness. It consists of a series of interactive games that are projected on a table. The light games encourage players to reach out towards them and the lights subsequently respond to their hand and arm movements, allowing the residents to play with light, which is truly delightful. The games are formulated with the intention to trigger a sense of reminiscence among players in order to encourage stimulation socially, cognitively and physically. As light simulations, games are projected onto a table. Residents and their relatives really have a great time playing the games.

We have found that residents benefit so much from the innovation that we intend to extend Magic Table provision to more of our homes.



The benefits of the Magic Table being evaluated by our staff

### Admiral Nurse

Greensleeves Care is incredibly proud to be one of the very first care providers to directly employ an Admiral Nurse. Our Admiral Nurse has two main objectives:

- Improve the quality of the dementia care within our care homes.
- Support the communities in which we live to ensure the provision of dementia outside of care homes is improved.

Admiral Nurses are gifted and skilled professionals that help when things get challenging or difficult with an individual's personal dementia journey. They provide expert guidance, support, and assistance that carers can actually implement as practical solutions making genuinely positive impacts on people's lives. Their unique dementia expertise and experience means contact with an Admiral Nurse can improve the lives of the individual. They ensure carers are empowered to support the residents with their dementia with more confidence and less fear.

# Greensleeves Care Awards Winners 2019



Home of the Year Award presented to Torkington House presented by our Chairman of Trustees, Chris Shaw

**Care Professional of the Year Award**  
Leanda Howard, Broadlands

**Living Our Values Award**  
De Lucy House

**Provision of an Outstanding Activities Programme Award**  
Lyn Andrews, Thornbank

**Colleague of the Year Award**  
Paula Sherwood, Grosvenor House

**Manager of the Year Award**  
Karen Cooper, Lavender Fields

**Unsung Hero Award**  
Paul Fagg, Lavender Fields

**Dining Experience Award**  
Queen Elizabeth House Care and Catering Team

**Most Improved Home of the Year Award**  
Borovere

**Volunteer of the Year Award**  
Judith Cooper, Grosvenor House

**Eden Home of the Year Award**  
Gloucester House

**Excellence in Resident Experience Award**  
Janet Potter, Borovere

**Excellence in Dementia Care Award**  
Janine O'Neill, Harleston House

**Fundraising Initiative of the Year Award**  
Winnie Hull, Gloucester House

**Gardens and Grounds Award**  
Hayley Saunders, Gloucester House

**Home of the Year Award**  
Torkington House

**Innovation Award**  
Joint home winners: Michelle Williams and Jen Pattenden, Borovere and Hannah Brooks, Whitegates



Manager of the Year Award winner Karen Cooper, Manager, Lavender Fields

# External Award Winners



Thornbank wins The Culture, Creativity and Activities Award at the Suffolk Care Awards

**Broadlands,  
Management Team of the Year**  
Caring UK Awards

**Winnie Hull,  
Gloucester House,  
Unsung Hero**  
National Activity Providers  
Association Awards

**Harry Barden,  
Lavender Fields**  
Great British Care Awards,  
South East Region

**Daniel Otoka,  
Lavender Fields,  
Chef/Cook of the Year**  
Great British Care Awards,  
South East Region

**Thornbank,  
Culture, Creativity and Activities Award**  
Suffolk Care Awards

**Reizle Gamboa,  
Torkington House,  
The Frontline Leaders Award**  
Great British Care Awards, London Region

**Paul Newman, Care Home Professional  
Leaders in Care 2018**



Broadlands wins the Caring UK Awards – Management Team of the Year presented by broadcaster Christa Ackroyd (far right)

# Outcome five: Wider impact on local communities



Speirs House Home Manager, Kathleen Liang (right), welcomes Vice President of the South Korean Institute of Health & Social Affairs, Dr Chung Kyunghee (centre)

**Spiers House** Nursing Home in New Malden has always been a beacon of community spirit and has an amazing place right at the heart of their local community. This year they have not only worked to make life better in their local community, they have even worked with people from the other side of the world.

Dr Chung Kyunghee, the Vice President of the Korean Institute for Health and Social Affairs, came over and spent the day with Kathleen and her team to find out what we do at Greensleeves Care.

During her visit, staff as Speirs House said Dr Kyunghee was eager to learn about end of life care provided at the care home, plus more detailed aspects of care in the UK, such as how social care is funded and how we make our care truly person centred. Dr Kyunghee and Kathleen exchanged details and vowed to keep in contact and to continue to learn from each other into the future.

**Broadlands** is truly a hub of the local community in every sense of the word. Over the last year they have engaged in a number of exceptional events which have included staff, residents and people from the wider community. The people of Lowestoft engage incredibly well and have enjoyed with us the following inclusive events at Broadlands – Party in the Garden, Gig in the Garden, Murder Mystery Evenings, Jazz Afternoons, Quiz Nights and Firework Evenings.

Local schools visit Broadlands and they have mutually beneficial connections with two local learning disability schools. One visits twice a week to play a game of bowls or boccia with our residents. The other undertook a memory box project and presented them to some of our residents.

**Lavender Fields** became a film set for the day and hosted BAFTA Award winning actors Miriam Margolyes

and Virginia McKenna. The short film called Wings is a story about love across the ages that endures despite the prejudice and the passing of six decades. Not yet available for viewing to the public, the film will be released in time for the 2020 award season.

Lavender Fields also participated in a fantastic good cause called "One More Christmas Card" where children from local schools wrote and sent an extra card to make older people living alone in the community a little happier and feel a little more connected over Christmas time.

**Harleston House** manager Sue Graham has long been respected as a kind, compassionate and skilful care home manager, but few people realised that she was also a daredevil. Not content with raising money at a coffee morning or bring and buy sale, Sue decided to raise money by jumping out of an aeroplane at 13,000 feet above the ground. She then free fell at speeds up to 120 mph for over a minute before finally pulling the chute and floating safely to earth.

As is typical of Sue despite her achievement she is full of praise for her team at Harleston House who supported her through the process. Sue raised an impressive £4,020. Congratulations to Sue and her team.

**Arden House** like many Greensleeves Homes have long since recognised the importance and value in inter-generational links. They have amazing local links with Triangle Nursery

a lovely local pre-school nursery which visits at least once a fortnight and does so even more during certain times of the year. The little ones love singing and dancing almost as much as residents enjoy watching them and the enthusiastic applause and the beautiful smiles tells the whole story of what this means to both generations.

Initially there was a bit of fear of the unknown as many children of this age don't know that many older people and a lot of our residents don't have family this young that regularly visit. However, as soon as they got to know each other, there was no stopping them. Now as soon as they are through the front door their faces are lit up and the giggles, little whispers and excited faces add to the atmosphere, and that is just from the residents.

**De Lucy House** - when we start discussing the positive impact that De Lucy House has on the community it is hard to know where to start. The home is rightfully proud of its place at the heart of the town and tirelessly works to make this partnership work.

This year they are incredibly proud of their involvement in the Diss Carnival, a huge part of the local calendar. This year not only did almost half of the home's residents attend the day but De Lucy House also provided the King and Queen of the Carnival namely happy residents, Mr and Mrs Jones.



Virginia McKenna and Miriam Margolyes with Lavender Fields residents

# Greensleeves Care improving global standards for older people

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In 2017, Greensleeves Care's Chief Executive, Paul Newman, was appointed the UK's Chair of the National Committee on Ageing Societies. With this position comes a seat at the International Organization for Standardization (ISO) as Head of the UK Delegation. We interviewed Paul to find out a bit more about what all this means.

## What is the ISO standardisation initiative for older people?

It is a global initiative where countries from across the world are coming together to mould and influence the future for our increasingly ageing societies. It is a collaboration, convened not just to help cope with this demographic shift, but to maximise the considerable potential benefits of it for wider society.

The basic premise for us is to work together to create a number of international standards, utilising the best practice from all member nations to create the best possible support, processes and standards for older people which can then be utilised anywhere in the world.

## What is your involvement?

I am Chair of the National Committee on Ageing Societies at the British Standards Institution (BSI) and, as such, I receive BSI support to represent the UK delegation at ISO meetings. The BSI committee brings together a wide range of talent and influencers from a variety of organisations right across the country including government departments, workforce experts, social care providers, academics, medical experts, social scientists, charities and advocacy groups.

The meetings we hold allow this range of expertise to come together to work on the challenges as agreed at international level where I am the voting member on behalf of the UK.

## How are tasks and projects handed down to you?

There are a number of different areas that we are trying to create standards and a Working Group has been created for each one. Currently, we have Working Groups for:

- Ageing Workforce
- Dementia-Inclusive Communities
- Carer Friendly and Accommodating Organisations

Further Working Groups are also proposed for the following:

- Health Promotion and Preventative Medicine in Older Age
- Social connectedness

At international level, I sit as a Technical Expert on the Dementia-Inclusive Communities working group alongside a number of other nations, including Australia, Canada, USA, Norway, Sweden, Finland, Japan, Thailand, Germany and Singapore.



## What elements are included in the Dementia-Inclusive Communities project?

A dementia-inclusive community is all about creating an environment where people living with dementia are supported, included and play an equal part in society. It is not just about being 'dementia-friendly'. Rather, it is about equal access to society and all the benefits that such engagement provides to all citizens.

A dementia-inclusive community requires all members of that society to engage and be part of the process not just a few health care professionals or interest groups. The key action areas the group is focussing on include:

- Housing
- Employers
- Shops
- Infrastructure (Physical and Digital)
- Leisure and Recreation
- Health and Social Care Networks
- Community, Volunteers and Faith Groups
- Children, Young People and Students

The working group is dedicated to make each individual element more dementia-inclusive while also ensuring each element integrates fully to



ISO plenary session in Hangzhou in the Chinese province of Zhejiang

ultimately guarantee the new community is collectively much greater than the sum of the individual parts.

**What has your experience been like?**

It has been a real privilege to be involved and an amazing opportunity to witness first hand some of the very best care and support practice from across the globe. It comes as no surprise that all other nations are equally dedicated to making the future of their societies positive and inclusive for all involved.

So far I have attended meetings in London, Berlin and China with further meetings planned in Australia, Munich and Singapore.

In each country that we visited, we have had the opportunity to see first-hand some of their exceptional care provision. This has been a humbling and positive experience while also providing the opportunity to share some of the UK's and Greensleeves Care's best practice.

**What is the next step?**

We will continue to work together to produce a number of Internationally Accredited Standards which organisations across the world will be able to sign up

to and ultimately receive recognition for adopting. Achieving these standards and receiving the appropriate ISO accreditation will afford the public and other professional bodies confidence in how that organisation operates.

Because it is an international project with multiple groups represented from each country, progress is steady rather than swift. However, this allows us to take our time and get it right, and produce something that will really make a difference to our communities in the future.

**Why does this matter?**

We all know that we have an ageing global population and the way societies across the world are structured and operate fail to make the most of this change. The ISO committee is working to not only mitigate some of the challenges that this change in demographics brings but to make the most of it.

On the one hand we need to create better, more integrated communities for older people to live in. On the other hand, it's just as important to society to make the most of the huge expertise, knowledge and life skills that the more experienced members of society have to offer.



ISO working group on recent fact finding trip to Berlin

# New Care Homes

During 2018/19, Greensleeves Care continued to achieve one of the charity’s core aims of expanding our charitable impact in an enduring and affordable manner through our strategy of sustainable development. We seek to achieve this through the acquisition of existing operating homes, building new homes and, where appropriate, the renovation and extension of our existing properties.

## New Operating Homes

**One operating home was acquired during 2018/19:**

- The acquisition of Whitegates Retirement Home in Westfield, Sussex was completed in August 2018.

The home was acquired from a private operator and is a converted residential care home located in

the attractive village of Westfield, five miles north of Hastings.

Whitegates has extension potential and will complement our other home in the area located at St Leonards and also our forthcoming new build home in Rye. Whitegates’ integration into the Trust is continuing well.





A lounge at Lavender Fields

## Building New Homes

- Construction of our new home, Lavender Fields, in Seal near Sevenoaks, Kent was completed in June 2018. The home has 75 spacious bedrooms and generous communal space all sited within beautifully landscaped grounds near to the historic village of Seal. Lavender Fields is within a five minute drive of Gloucester House, our nursing home in Sevenoaks, and we have already established close links between the two homes.
- In July 2018 we successfully relocated our residents and staff from Mount Ephraim House in nearby Tunbridge Wells ahead of commencement of a major refurbishment and extension project there. This kept the Mount Ephraim House community together and minimised the potentially disruptive impact of the development activity on our residents and staff.

We also plan to move some of our residents from Gloucester House whilst a wing of the nursing home is closed for a major upgrade to improve the quality of accommodation for our residents.

- Planning approval was granted in April 2018 to allow us to build a new home adjacent to the Rye and Winchelsea Memorial Hospital in Rye, Sussex. Our innovative partnership with the local hospital charitable Trust will see us adding a care home with

60 bedrooms on an attractive site overlooking the historic Cinque Ports town of Rye. The care home will complement the existing facilities at the hospital site that include an intermediate care hospital, extra care accommodation, a GP's surgery and a soon to be completed day centre.

- The Orchards, Ely  
We have entered into an agreement with Octopus to lease a new build care home in Ely, Cambridgeshire. The 66 bed home has been constructed by LNT and was handed over to Greensleeves Care in July 2019. Mobilisation of the home is well underway and we look forward to welcoming our first residents to the home in the coming weeks.
- Henley Road, Ipswich  
As part of the strategy to re-provide those of our homes that cannot be made fit for purpose for the future, Greensleeves Care has purchased land on Henley Road, Ipswich and commissioned LNT to build a similar 66 bedroom care home to replace Thornbank, our existing facility in Ipswich. Construction is underway with delivery of the new home expected in summer 2020.
- Advanced discussions are underway with a number of developers to ensure our pipeline of new build projects is maintained.



The Orchards in Ely

## Renovation and Extension of Our Existing Homes

- Major works at Mount Ephraim House, our home in Tunbridge Wells, commenced late in 2018 following the relocation of residents and staff to Lavender Fields in July 2018. This exciting project involves complete replacement of the existing extension together with respectful renovation of the elegant and characterful main house.

The completed work will give us a stunning new home incorporating 57 spacious en-suite bedrooms with a significant increase and improvement to the residents' communal facilities. The upgrade project is expected to take approximately 18 months to complete allowing residents and staff to return from Lavender Fields during 2020.

- Construction works have also commenced to refurbish and extend Croxley House, our home in Croxley Green, near Rickmansworth in Hertfordshire.

The project involves building a spectacular new 40 bed home in the nursery garden of the estate together with major refurbishment and reconfiguration of the existing home to provide 24 bedrooms with full en-suite facilities and stunning communal areas. The project is structured on a two phase basis to minimise the impact on our residents and staff. Each phase is expected to take approximately 14 months to complete.



Artist's impression of Mount Ephraim House



Resident enjoying an activity at Viera Gray House

- We have also commenced construction of a seven bedroom extension to Borovere, our home in Alton, Hampshire. The project also includes replacing the existing kitchen and laundry facilities and significantly expanding the communal space within the home. The project is expected to complete during early summer 2020.
- In addition to the large development projects underway at Mount Ephraim House, Croxley House and Borovere, we have also completed significant upgrades to our other homes including Viera Gray House in Barnes, South West London, Gloucester House in Sevenoaks and Arden House in Leamington Spa. Improvement works centred on the provision of improved bedroom facilities, upgrades and reconfiguration of communal areas and external repair and decoration.
- We also have many smaller projects underway across the rest of our homes designed to enhance the comfort, safety and enjoyment of our residents.



Gloucester House

# Delivering growth – our financial performance

Overall, a loss of £184,295 was produced and this has reduced reserves to a total of £33.4 million. The loss was largely due to Lavender Fields, our new home in Seal, near Sevenoaks, Kent which opened in July 2018. The home generated a deficit of £872,000 in the year, a result of start-up costs and initially lower income during the phased build-up of residents.

## Income increased by £5.0 million to £39.6 million and was made up as follows:

- £38.7 million related to income produced by our core activity of providing residential, dementia and nursing care. This represents an increase of £5.1 million of which:
  - \* £1.9 million relates to this year's full year of operations at the two homes added during 2018 compared to the part year included last year.
  - \* £1.3 million relates to the two new homes added in July 2018; Lavender Fields at Seal in Kent and Whitegates at Westfield in East Sussex.
  - \* £1.9 million is due to the annual fee increase (which was again impacted by the National Living Wage, Pension Reform changes and general inflation), stable occupancy and the rising care needs of our residents.
- £297,000 was for the recharge of incidentals incurred on behalf of our residents.
- £414,000 was income generated by independent rented accommodation.
- £115,000 came from donations and fundraising.
- £103,000 represents investment income generated by our investment portfolio and cash reserves.
- £22,000 relates to other miscellaneous income.

## Expenditure increased by £5.9 million to £39.8 million and was made up as follows:

- £37.3 million related to residents' care costs representing an increase of £5.5 million of which:
  - \* £1.6 million relates to a full year of direct costs at the two homes added during 2018 compared to the part year included last year.
  - \* £2.1 million was a result of the two new homes added during this year.
  - \* £1.8 million was in respect of inflationary cost pressures, the annual increase in the National Living Wage, increased investment in the upkeep of the homes and the rising care needs of our residents.
- £2.2 million was attributable to the cost of Head Office which includes direct costs in respect of the London office plus professional fees in respect of expansion plans, HR, energy and Health & Safety consultancy, Trust-wide computer services and those relating to governance such as financial auditing.
- £189,000 was for costs relating to the various independent rental accommodations.
- £4,200 was for management fees regarding our investment portfolio.
- £91,000 was the amortisation of arrangement fees in respect of the loan from Retail Charity Bonds Plc.

Our investment portfolio produced realised gains of £800 and unrealised gains of £300 leading to total net gains of £1,100.

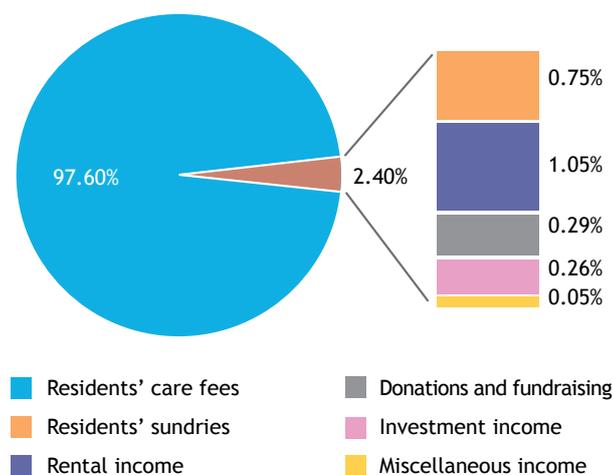
Our balance sheet shows that at 31 March 2019 the Trust's total funds were £33.4 million. This was represented by fixed assets of £63.0 million, net

current assets of £6.0 million including investments of £1.8million and long term liabilities of £35.6 million. Unrestricted funds of £33.3 million represent the reserves available to the Trust to fulfil its current operations and existing financial commitments over the long term and also to finance the growth in activity envisaged in future plans.

# Financial activities for year ended 31 March 2019

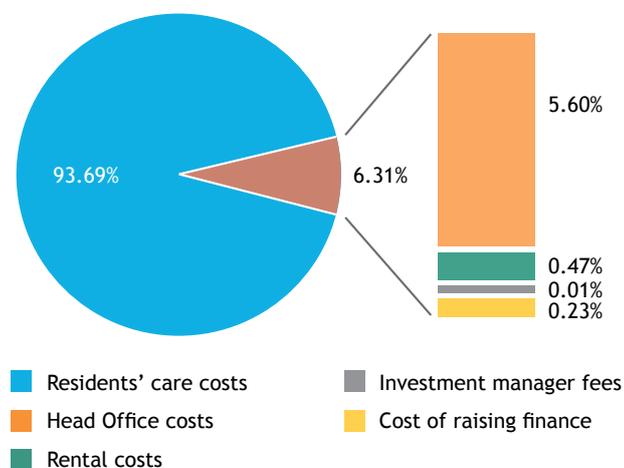
## Income from day-to-day operations

Income	%	2019	2018
Residents' care fees	97.60	£38,653,095	£33,569,989
Residents' sundries	0.75	£296,681	£269,394
Rental income	1.05	£414,066	£345,741
Donations and fundraising	0.29	£115,474	£81,848
Investment income	0.26	£102,745	£124,758
Miscellaneous income	0.05	£21,699	£28,268
Surplus from the sale of fixed assets	0.00	-	£225,579
<b>Total</b>	<b>100.00</b>	<b>£39,603,730</b>	<b>£34,645,577</b>



## Expenditure from day-to-day operations

Expenditure	%	2019	2018
Residents' care costs	93.69	£37,276,861	£31,813,220
Head Office costs	5.60	£2,228,135	£1,831,201
Rental costs	0.47	£188,570	£139,218
Investment manager fees	0.01	£4,220	£4,084
Cost of raising finance	0.23	£91,367	£90,692
<b>Total</b>	<b>100.00</b>	<b>£39,789,153</b>	<b>£33,878,415</b>



Investments	2019	2018
(Losses) / gains from investment	£1,128	(£45,434)
<b>Net income</b>	<b>(£184,295)</b>	<b>£721,728</b>

# Trustee Board



Chris Shaw  
Chairman of Trustees



Rob Strange OBE  
Deputy Chairman



Richard Costella  
Trustee



Kim Davies  
Trustee



Kathryn Gray  
Trustee



Des Kelly OBE  
Trustee



Liz Marsh  
Trustee



Dallas Pounds  
Trustee



Charles Spence - Trustee  
(appointed May 2018)



Maria Townson - Trustee  
(appointed November 2018)



Leila Harris-Ryberg  
Trustee (retired 2019)



Rama Krishnan  
Trustee (retired 2019)

# Executive Team



(Left to right) Geraint Williams, Director of Business Development; Paul Newman, Chief Executive; Chris Doherty, Chief Financial Officer; Nick Farmer, Director of Operations and Planning; Julie Clarges, Director of Quality and Compliance

# Our homes



- 1 Arden House (Leamington Spa)
- 2 Borovere (Alton)
- 3 The Briars (Sandown, Isle of Wight)
- 4 Broadlands (Oulton Broad)
- 5 Croxley House (Rickmansworth)
- 6 De Lucy House (Diss)
- 7 Glebelands (Wokingham)
- 8 Gloucester House (Sevenoaks)
- 9 Grosvenor House (St Leonards on Sea)
- 10 Harleston House (Lowestoft)
- 11 Kingston House (Calne)
- 12 Lavender Fields (Sevenoaks)
- 13 Mount Ephraim House (Tunbridge Wells)
- 14 Pelsall Hall (Walsall)
- 15 Queen Elizabeth House (Bromley)
- 16 Rose Cottage (Huntingdon)
- 17 St Cross Grange (Winchester)
- 18 Sharnbrook House (Sharnbrook)
- 19 Speirs House (New Malden)
- 20 Thornbank (Ipswich)
- 21 Tickford Abbey (Newport Pagnell)
- 22 Torkington House (Acton)
- 23 Viera Gray House (Barnes)
- 24 Whitegates (Hastings)



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Greensleeves Care



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