



Community Integrated Care

Annual Review **2011-12**

Find out more...

Tel: 0845 543 9911

Email: information@c-i-c.co.uk

Web: www.c-i-c.co.uk

CONTENTS

P3-4: FOREWORD

Words from Community Integrated Care's new Chief Executive, Neil Matthewman.

P5-8: A NEW DIRECTION

We look to the future by laying the foundations of an ambitious new strategy.

P9-14: OFFERING BETTER SERVICES TO MORE PEOPLE

How we have placed the development of innovative services at the heart of what we do.

P15-21: LEADING IN QUALITY AND INNOVATION

CIC champions the highest standards and best practice in care.

P22-30: A COMMUNITY SPIRIT

A celebration of the great bonds between our colleagues and the people we support.

P31-33: DEVELOPING OUR EMPLOYEES

CIC gives back to the people who give us so much – our staff.

P34-36: COMMUNICATING OUR SUCCESS

Sharing our news and views with the CIC Community and our many partners.

P37: FINANCIAL PERFORMANCE

A review of CIC's financial performance in the year 2011-12.

FOREWORD

Welcome to
Community
Integrated Care's
Annual Review
for 2011-12



THIS IS A SPECIAL REVIEW for me personally, not just because it showcases some of the great successes of our charity this year, but also because it chronicles my first year as Chief Executive of Community Integrated Care.

One of my main motivations when applying for the job of CEO was because I knew CIC to be a pioneering, progressive organisation, with an amazing history. To have been at the forefront of championing the rights of people with disabilities for almost twenty-five years is something that is truly special. But of course, the care sector is rapidly changing, and it is my responsibility to support CIC to adapt and respond to these developments, so that we can continue to thrive long into the future.

This review showcases our strategic response to the changing face of the care sector: developing **'A New Direction'**, where we look ahead with a greater sense of ambition and purpose, fitting for an organisation of our size and experience; **'Offering Better Services to More People'** by seizing opportunities to grow; **'Leading in Quality and Innovation'** through progressing best practice in care; fostering the **'Community Spirit'** that is at the core of our charity; **'Developing Our Employees'** by enhancing and valuing their skills; and **'Communicating Our Success'** to both our colleagues and the wider world.

Our achievement of these aims is brought to life in these pages - from preparing for CIC's future

direction over the coming years (p5-8), through to planning for 'EachStep', one of the UK's most innovative dementia care services (P10-12); working closely with outside partners like universities to improve service quality (p16), to gaining the recognition of our peers (p19-20) at a host of prestigious care sector awards.

In my first year at Community Integrated Care I've witnessed an organisation that makes a considerable positive impact on communities around the UK, driven by dedicated staff who are focused on achieving real outcomes for the people we support. But I also believe that we have some untapped potential and it is my goal for us to realise our full capabilities as we move to our new five-year strategy in 2013.

So this document doesn't just represent the highlights of another successful year for Community Integrated Care, but the beginning of another exciting chapter in our rich history.

Best wishes,

A handwritten signature in dark ink that reads "Neil Matthewman".

Neil Matthewman
Chief Executive – Community Integrated Care

A New

DIRECTION

2011-2012 was a year of transition for Community Integrated Care. We reached the conclusion of a successful five-year strategy which focussed on maintaining and enhancing our existing services and started to sow the seeds of a new strategy, aimed at growing and developing our charity.

Here we present some of our most **SIGNIFICANT STRATEGIC** developments...



Neil Matthewman visits colleagues and people supported by CIC

PREPARING for Change

A new Chief Executive

Simon Attwell, Chair of Community Integrated Care, explains that the groundwork for our new direction began in August 2011 when our Board of Trustees announced the appointment of our new Chief Executive, Neil Matthewman.

“Neil joined Community Integrated Care having held the role of Managing Director for Health Services at NHS Blackburn with Darwen Care Trust. Neil also has a wealth of experience gained in the public sector, having held a range of senior positions in NHS provider and commissioner organisations. Importantly for us, Neil’s career highlights included successfully managing significant change programmes in previous organisations.

We recognised that Neil had a formidable reputation as a strategic thinker and planner. He has vision, clarity of purpose, flexibility and is a clear communicator. It was these skills that Neil immediately put to work to prepare Community Integrated Care for what would become a period of significant change.”

A *BRIGHT* Future



Having spent some time understanding the services that Community Integrated Care provides and meeting many of the people we support and our staff members, Neil felt it necessary to gain an objective and detailed understanding of our strengths and weaknesses as an organisation and our overall position in the care sector.

Neil believed that the time was right to ask an external organisation to undertake a detailed market analysis, so that we had a foundation to define the future plans of our organisation based upon real insight.

We employed the services of Cordis Bright, a large and well-respected consultancy with an excellent reputation for having worked closely with both care providers and commissioners, and tasked them with undertaking the biggest research project in CIC's history.

They started work on their market analysis in November 2011, delivering their initial findings in February 2012, followed by a final report in April 2012.

The work that Cordis Bright carried out was both detailed and probing; they gained the opinions of representatives of each of our key stakeholder groups: service users, carers, commissioners,

trustees and employees. They also looked externally too, scrutinising the work of other care providers, the local authorities we work in and the direction the care sector is likely to take over the next five years.

Their early findings included some reassuring messages: that people enjoy receiving services from CIC and that we are seen as a reliable organisation, receiving positive feedback from the people we support and their families. However, it also told us that some of our services were too traditional, that in some areas we needed to enhance leadership and also, that we had got out of the habit of growing.

The final report was used as a basis for the organisation's strategy for the coming five years.

A CHANGE to our TEAM

Having identified the need to better understand the markets in which we operate, Neil also wanted to ensure that the team responsible for driving the organisation would be fit to take Community Integrated Care into the future. Neil felt that the current structure of the Executive Team had some gaps and so set about filling those voids...



Improving Quality

independently from operational services, would be responsible for establishing a system that would enable the organisation to exceed any regulatory standards of care and support. Sue McLean, at that time Director of Senior Care, was successfully appointed as the Director of Quality and Standards in January 2012.

Sue said of her appointment, "As someone who has always been passionate about delivering the highest quality of care and support, this role has given me a wonderful opportunity to make a difference to the services that Community Integrated Care delivers."

Strategically, quality services have been, and will always be, at the heart of everything we do. To reflect this key commitment, we invested in a dedicated Quality and Standards Director whose role it would be to establish a team who, acting completely

Sue immediately set about recruiting a group of Quality and Standards Managers, whose role it would be to provide a framework of standards for our operational teams to work to. In addition, her Quality team would offer clinical governance support and use technology to collect and report on the key performance indicators for each of our services.

Strategically, quality services have been, and will always be, at the heart of everything we do.



Getting Ready to Grow

Marketing, we could realise the organisation's potential. We invested in two new Business Development Managers in November 2011, swiftly followed by the appointment of a Director of Business Development & Partnerships in February 2012, Catherine Murray-Howard.

Catherine joined Community Integrated Care from Making Space (a charity that supports people with mental health conditions), with a wealth of marketing and business development expertise, gained in both public and private sector environments.

Commenting on her appointment, Catherine said, "I have always

Neil Matthewman also felt that in order to get the organisation growing again, we needed to invest at the highest level in dedicated business development expertise.

By installing a dedicated directorate for Business Development and

admired CIC from afar, so when the opportunity came to join the organisation, with a remit to make a difference and to contribute to its growth, I grabbed the chance."

She added, "I know that because of the excellent care and support that is delivered every day and the strong value base of the organisation, we can grow and demonstrate to commissioners, users of services and carers, that Community Integrated Care is a leading health and social care charity."

The 'new look' Business Development and Marketing team has since gone from strength to strength.

Offering **BETTER SERVICES** to More People

AT THE CORE of Community Integrated Care's new direction are two key ambitions:

to become leaders in providing high-quality care support and to grow our organisation, so that we can offer the services that we are so proud of to even more people.

The fruits of these ambitions can be seen this year, when we started the development of one of the UK's most innovative dementia care services and secured £4 million of new business.

Foundations for the **FUTURE**

Community Integrated Care laid the foundations of not only one of our most innovative services yet but also an exciting new chapter of our history, when we started construction of EachStep Blackley - a pioneering new integrated dementia care service in Manchester...



Visualisation of EachStep Blackley



The demolition of Thornlea Care Home

18th April 2011, when the foundations for EachStep Blackley were first laid, was truly a momentous occasion in our history; it didn't just mark another step in the construction of a care service, but a great stride in progressing standards in dementia care.



EachStep Blackley was to be built on the site of Thornlea, a traditional and very tired former care home. In its place we started to create a £5 million state-of-the-art service that would offer specialist day care, a respite service for 12 people, residential and nursing support to 48 people, and home care in the community.

In EachStep, we had a bold vision – to create one of the UK's most innovative dementia care services; a service that could support people with dementia *each step* of the way, from diagnosis until the end of their lives, by offering a complete range of specialist dementia support from one location.

Over the course of 2011 our project team, made up of colleagues from our Head Office, with the support of CIC Trustees – construction expert Paul Stanion and leading older people's care academic Dr Christine Brown-Wilson – worked tirelessly to plan and develop our groundbreaking new service.

Together, they were not only overseeing the construction of a service that applied the latest innovations in dementia care service environments, but also formulating a new model for integrated dementia care that would create a

vibrant service, where people would be supported to be happy, engaged and well cared for.

They considered the support that we would offer, developing a staff training programme that would give colleagues an in-depth understanding of dementia and its complexities, as well as defining a service ethos that had the principles of 'relationship-centred care' at its heart. They also ensured that the living environment would be right too, selecting assistive technologies that promote safety and independence, and choosing furnishings are both comforting and comfortable to people with dementia.

18th April 2011, when the demolition of Thornlea was complete and the foundations for EachStep Blackley were first laid, was truly a momentous occasion in our history; it didn't just mark another step in the construction of a care service, but a great stride in progressing standards in dementia care.



Having A BALL

In November 2011, Community Integrated Care received the support of some of Britain's most famous and celebrated figures, when we held a fundraising event to help purchase specialist fitness equipment for our upcoming new dementia care service, EachStep Blackley.

Sue McLean, CIC's Director of Quality and Standards, who led the development of EachStep, explains: "Exercise can bring great benefits to people with dementia, which is why we were keen to include special accessible gym equipment in EachStep Blackley. We decided that by hosting a fundraising event we could help to purchase this equipment and at the same time, raise awareness amongst the Manchester community of the vital new service that we were developing."

Held at the awe-inspiring setting of the Monastery in Manchester, The EachStep Fundraising Ball was hosted by star of film, TV and stage Robert Powell, and featured entertainment from X Factor star Laura White – two local celebrities with family experience of dementia.

The Ball featured an auction that included many unique items donated by the likes of golfer Rory McIlroy, movie star Colin Firth and football clubs

Manchester United and Manchester City, who were all keen to show their support for our pioneering service. But the glitz and glamour didn't end there – we also had the most sought-after tickets in the UK as our star raffle prize - an exclusive pair of passes to the 2011 X Factor Grand Final!

In the end, our auction raised over £10,000, allowing us to fulfil our ambition of including specialist adapted gym equipment in the new service.

Sue McLean says, "Our Ball saw over 260 people come together to generously support the development of one of the UK's most innovative dementia services. We were genuinely overwhelmed by the support we were given from celebrities, businesses and the Manchester community at large. On behalf of Community Integrated Care, I would like to extend our sincere thanks to all who contributed towards what was a fantastic event."



Guests arrive at the ball



X Factor star Laura White

"Our Ball saw over 260 people come together to generously support the development of one of the UK's most innovative dementia services."



Host Robert Powell

Business DEVELOPMENTS

Since employing a dedicated Business Development department, Community Integrated Care has seen the first shoots of new growth in our organisation.



Catherine Murray-Howard, CIC's Director of Business Development and Partnerships, oversees our

growth strategy. She explains: "As a charity that is driven by delivering public benefit and offering quality services, growing our organisation means that we can better fulfil our charitable objectives by reaching more people."

She adds, "But as importantly, at a time of austerity, new growth helps to protect our organisation by bringing in additional income when we, and all other care providers, are facing quite significant cuts."

Catherine and her team, Business Development Managers John Sharkey and Gemma Shepherd,

and Administrator Joy Barber, have collectively secured over £4,000,000 of new business this year, as well as successfully seeing our charity accepted on 18 new frameworks – enabling us to secure small spot-contracts in key local authority areas. This will mean that our charity will assist more adults and children with care needs across England and Scotland, in the community and in our own services.

Catherine explains, "Although the number of people Community Integrated Care supports has increased over recent years, the cuts in public spending mean that our income has remained broadly static. It is vitally important that Community Integrated Care grows and I am delighted to see that our new Business Development team has already made a considerable impact in achieving this goal."



David Gould relaxes with Support Worker Carol Tracey

Homeward Bound

Alistair, David and Thomas' journey to independent living...

Can there be anything more exciting than finding your dream home? Somewhere offering comfort, relaxation and above all, a place to call your own? For Alistair Henderson, David Gould and Thomas O'Meara from Edinburgh, June 2011 saw them enjoy this wonderful experience and more.

Alistair, David and Thomas, who all have varying degrees of learning disability and autism, had been supported by CIC for over ten years at Howden Hall, a small but traditional registered care home in Edinburgh. Moving from a hospital setting back in 2000, the men were given the opportunity to live fuller, more independent lives in the community, growing in happiness and self-confidence along the way.

However, in late 2010, it became clear that the men had outgrown their surroundings. Margaret Hay, Regional Manager for CIC in East Central Scotland, explains: "Although the men had enjoyed their time at Howden Hall, it was becoming very apparent that the service was no longer meeting their needs. They needed more space and to be offered more independence. We were confident that there was a better place out there for them to live."

With this in mind, the staff team set about working with City of Edinburgh Council, local housing associations and importantly, the men and their families, to begin exploring the possibility of finding more suitable accommodation.

"Understandably, as is always the case with any house move, there were feelings of trepidation as well as excitement," says Margaret. "The men had enjoyed ten happy years at Howden Hall and everyone involved was nervous about unsettling them from their current home. However, as soon as we saw the plans for Hyvot Mill Road, all concerns were laid to rest."

Hyvot Mill Road is a brand new purpose-built supported housing complex for over 55-year olds. Consisting of 50 one and two-bedroom flats, the complex offers both private accommodation as well also supported living flats for people with care needs, equipped with cutting-edge assistive technologies. With secure entry, a concierge service, and fantastic facilities including recreation areas,

communal lounges, indoor and outdoor gyms and beautiful spacious gardens, the team knew that they had found the ideal flats for Alistair, David and Thomas.

"As soon as the plans for the complex were seen, it was immediately obvious that this was the perfect place to live," explains Margaret. "As well as the impressive design and extensive facilities, particularly the assistive technologies, the configuration of the flats meant that the men would have their own flat, but with a 24-hour staff team on hand. Importantly, the men could also be involved from the planning stage right through to the finished product - visiting the flats before moving and planning their home environment, such as décor and furniture."

June 2011, when the men moved out of Howden Hall and into Hyvot Mill Road, was a time filled with happiness rather than nerves. The men wasted no time in settling into their

new flats, even being joined by another gentlemen, Gerard, who had previously lived at home with his family.

Michal Szwagrzyk, Acting Team Leader at Hyvot Mill Road, says: "It is so empowering for the men to have their own tenancies. Moving into their own apartment has taken their independence another step further and given them the options and choices they

rightly deserve. The guys are so comfortable in their own environments and are now able to live more like neighbours than flatmates."

Michal continues, "It was a big step for the support staff too, changing from working in a traditional care home to a very different model of support. I have huge respect for the whole team for the way they seized this opportunity with such professionalism and enthusiasm."

But whilst the men are enjoying having their own flats, they still make time to visit each other as friends, as well as getting to know the other tenants in the building; whether it's

.....
"As soon as the plans for the complex were seen, it was immediately obvious that this was the perfect place to live"



David in the kitchen



Gerard Weston relaxes in his flat

a coffee morning, an evening meal or a game of bingo, they are really included in the local community.

David Gould speaks passionately about his new home, saying, "I love my new flat, it's been great to have my own space but still live so close to my friends. Moving to Hyvot Mill has meant that I've been able to try lots of new things too - now that I have my own kitchen I've really enjoyed cooking meals on my own."

Margaret concludes: "Moving to their own tenancies has given the guys more independence than we could ever have imagined. They have settled in so quickly and to see them all making the most of their new living environments is wonderful. It is has given their families such peace of mind to know that they are happy and content. This is the best thing that could have happened."

Community Integrated Care has made 'Quality' a strategic objective for our organisation, representing a commitment to surpassing the standards set by our regulators and instead setting ourselves a much higher benchmark. This means that we hold ourselves accountable to deliver true innovation, develop our employees and create real outcomes for the people we support.

Leading in **QUALITY** and Innovation

Perfect PARTNERSHIPS

At Community Integrated Care, we believe that partnership working with like-minded organisations can be key to delivering personalised, flexible and innovative services to the people we support. One service that has really put this principle into practice is our Norfolk Road registered care service in Cumbria, which in 2011 collaborated with the University of Cumbria on a project that truly enhanced the lives of the people it supports.

Martin Holmes, Manager of Norfolk Road explains, "I made contact with the University, proposing that their Occupational Therapy (OT) undergraduates could work closely with two residents, David and Roger, who both have learning difficulties, to help us enhance the support we offer and at the same time give the students some valuable work experience."

He continues, "We really wanted to improve on our communication with David, who has sensory impairment, and we also felt that Roger's independence could be improved with education around everyday life skills. We believed that close collaboration with students with occupational therapy skills could make a great difference."

Seeing the potential of this project, the University's School of Rehabilitation and Public Health endorsed an 8-week placement for two final year OT students, with amazing results.

Martin explains, "The students supported David to create a sensory communication board. The board attributes different scents and smells to different activities, giving staff at the service a better understanding of David's likes and dislikes. This means we can make sure he is doing more of the things he enjoys, which is what our support should be all about."

He adds, "With Roger, the students worked with him and his key worker Clarke, to help create a plan which would increase his confidence in the kitchen, doing everyday tasks such as washing dishes or making a cup of tea; again, this has been a huge success."

Martin is thrilled with the results of the collaboration: "In care, as in life, there are always new things to learn. By seeking out and being receptive to innovation from new sources like the students at the University of Cumbria, we have been able to greatly improve the lives of the people we support."



Carol Graham, David's Key Worker, shows colleague, Peter Cork, David's sensory communication board

"In care, as in life, there are always new things to learn. By seeking out and being receptive to innovation from new sources like the students at the University of Cumbria, we have been able to greatly improve the lives of the people we support."



Roger is supported in the kitchen by support workers Kayley McGowan and Gary Foley



Carol Graham spending time with David



Margaret and Frank with the Munches Park team

A Journey HOME

We believe that a key ingredient of great care and support is ambition. Care providers need to be ambitious and act as a catalyst to help the people we support to reach ever greater independence and fulfil their personal aspirations. This sense of ambition and drive can certainly be seen in the story of Margaret Buckley, who with the support of the staff at Munches Park residential care home in Dumfries, made a remarkable journey from ill-health back to independence.

Margaret Buckley was admitted to Munches Park in February 2011, having suffered a heart attack and spending four months recovering in Dumfries Royal Hospital.

“When Margaret first moved to Munches Park she was still very weak and struggled to find the strength to walk,” explains Home Manager, Carol McMurdo. “So our first task was to work closely with Margaret, her husband and a team of professionals from both inside and outside of the home, to devise a care plan that would assist her rehabilitation and recovery.”

Margaret was supported and encouraged to walk every day, gradually walking further and further distances. At the same time, as Margaret’s strength grew, she began to need less care and support from staff.

“I don’t know where we’d be without the support of everyone at the home. Their professionalism, care and encouragement made such a big difference and we are both immensely grateful.”

“As Margaret’s health improved, staff supported her to try to build upon and enjoy her independence,” adds Carol. “We encouraged her to go on short trips with Frank and this really raised Margaret’s spirits. By September, she was even able to go back home for a couple of days and spent a night at a local hotel with her family to celebrate her and Frank’s diamond wedding!”

In October 2011, Margaret was well enough to return home – an amazing step given how ill she was when she first joined Munches Park. Frank says, “I don’t know where we’d be without the support of everyone at the home. Their professionalism, care and encouragement made such a big difference and we are both immensely grateful.”

A Stirling **ACHIEVEMENT**

At Community Integrated Care, we are passionate about reviewing the insight of leading experts in our sector to continually improve the services we provide.

One wonderful example of this desire to learn from others is seen in the staff team at Thorneycroft Care Home, which supports older people in Stranraer, who successfully achieved the 'Best Practice in Dementia Care' accreditation from Stirling University in August 2011.

Stirling University is renowned as being one of the UK's academic leaders in the study of dementia care, and this six-part course offered staff at Thorneycroft the opportunity to develop their existing skills and improve their knowledge of dementia, with the support of experts from the University.



Charlotte Grange colleagues celebrate Gold Standard success

GOING FOR **GOLD**

This year three of our care homes for older people – Amberleigh House in Liverpool, Charlotte Grange in Hartlepool and Heartly Green in Salford, became the latest of our services to achieve 'Commend' status in the Gold Standards Framework (GSF) for end of life care.

The GSF recognises care homes that support residents approaching the end of their lives to receive the care they want, where they want it, protecting them from inappropriate hospital admissions and increasing their chances of dying in their preferred place of care – the care home. To qualify, the three services took part in the Gold Standard for Care Homes Training Programme for over nine months.

This accreditation process is endorsed by all major care home organisations, Age UK and the Skills Academy for Social Care. Homes that have received the GSF Quality Hallmark Award have demonstrated a real improvement in the quality of care they provide, halving hospital deaths and crisis admissions, leading to greater satisfaction for families, residents and staff and significant cost savings for the NHS.



The Thorneycroft team

Amazing AWARDS

OUR SUCCESS in delivering innovative and quality services is reflected in the many care awards we won, and were nominated for, in 2011. From champion chefs to marvellous managers, we've got a lot to be proud of!



Our North East Nominees



Jane Worsley, Outstanding Contribution winner

Our success in delivering innovative and quality services is reflected in the many care awards we have won.



Putting People First – Cheviot Gardens



Champion chef, Peter Murray



Home Care Coordinator winner Elizabeth Stavers

THE GREAT NORTH EAST CARE AWARDS

Elizabeth Stavers

Beechwood Gardens, Gateshead

Winner - Home Care Coordinator Award.

The Cheviot Gardens Staff Team

Cheviot Gardens, Gateshead

Winner - Putting People First Award.

Peter Murray

St John's Care Home, Darlington

Winner - Care Chef Award.

The Beechwood Gardens Staff Team

Beachwood Gardens, Gateshead

Nominee - Care Team Award.

Brenda Cawton

The Whinnies, Newcastle-Upon-Tyne

Nominee - Care Home Registered Manager Award.

Shirley McTier

Charnwood Lodge Care Home, Dumfries

Nominee - Care Home Registered Manager Award.

Lee Rafferty

Charnwood Lodge Care Home, Dumfries

Nominee - The Ancillary Worker Award.

Karen Shearman

CIC Learning and Development Team

Nominee - The Care Trainer Award.

THE GREAT NORTH WEST CARE AWARDS

Jane Worsley

Director of Operations / Deputy CEO

Winner - Outstanding Contribution to Social Care.

Malar Siddmarthan

The Peele, Senior Care Home, Manchester

Nominee - Care Home Worker Award.

The Ivyhurst Staff Team

Ivyhurst Independent Living Service, Liverpool

Nominee - Nutrition and Hydration Award.

THE GREAT SOUTH EAST CARE AWARDS

Susan Riggall

Dormyway, Gosport

Winner - Putting People First Award.

CARING TIMES CARE AWARDS

Sarah Loftus

Mount Road, Sunderland

Winner - Special Needs Manager Award.

CARING TIMES DEMENTIA CARE AWARDS

Julie Arkinsall

St Stephen's Senior Care Home, Sandbach

Winner - Dignity in Care Award.

Creating QUALITY

This year, our in-house Quality department developed two systems that use meaningful data to gain an accurate picture of standards within our services, the 'Service Quality Assessment Tool' (SQAT) and the 'Service Risk Profile'.

Kim Neale, Quality and Performance Manager, led the creation of these tools. She explains, "The Service Quality Assessment Tool is a 180 question framework that our managers complete every two months to holistically review all aspects of service quality. It requires them to carefully consider the answers they give to these questions and to use meaningful evidence to back-up the conclusions they reach."

Kim continues, "Any areas identified as requiring improvement have corresponding actions to rectify them and set timescales to do this in, so this tool is instrumental in spurring better service quality."

Of course, we need to ensure that the findings of assessments are robust, which is why validation of these responses is at the core of the SQAT process.

Kim explains, "SQAT assessments completed by services are validated by their immediate supervisor, usually a Regional Manager or Director, or sometimes a member of the Quality team."

.....
"These validations act as mentoring opportunity to help managers find better solutions and improve their practice."
.....

"These validations are used to ensure that the conclusions and actions identified by managers are appropriate. They also act as a mentoring opportunity to help managers find better solutions and improve their practice."

The SQAT system is linked to our Service Risk Profile, a bespoke system created by CIC to collate data from a number

of assessments to create an accurate picture for overall service risk.

Kim explains, "The Service Risk Profile draws together data related to SQAT and validation actions, safeguarding, training, financial viability and occupancy, to give us an at-a-glance picture of the potential risk within our services. This collated data relates directly to organisational targets and is a real tool for monitoring and improving standards."

Kim and her colleagues in our Quality Team have great ambitions for developing these systems further: "We are really at the starting point with both of these systems and have great ideas to progress them further, but they have already given us a strong platform to monitor and improve the quality of the services we provide."

A **COMMUNITY** Spirit

Community Integrated Care was founded almost a quarter of a century ago with a vision of creating an inclusive society where diversity is celebrated.

HERE ARE SOME AMAZING EXAMPLES
of our sense of community and ethos of
inclusion in action...

Road to CHANGE

453 people, 1496 miles and one very special baton....

Summer 2011 saw the CIC community come together to take part in one of the biggest events in our 24-year history... The CIC Time to Change Challenge! Organised by staff and service users from across the country, the aim of the challenge was to carry a specially made baton 600 miles down Britain by any means possible, raising awareness of the national mental health campaign, Time to Change.



Our Leicester services come out in force



Taking 'Time to Change' to our towns



Biking from Newcastle to Wallsend



The icing on the cake...



Carrying the message with horse-power



The Mayor of Gateshead shares his congratulations

“The sheer passion, commitment and sense of community shown by everyone who took part in this phenomenal challenge was amazing.”



Party time at the finish-line in Poole

The 600-mile target for this epic journey represented the distance between CIC’s most northerly service in Aberdeen, to our most Southerly service in Poole. However, as the baton began to snake its way down the country, carried in lots of imaginative ways – from jet-skiing to swimming, horse-riding to running - momentum grew.

By the time the baton crossed the finish line on Sandbanks beach in Poole, fourteen days after it began its incredible journey in Dumfries, over 450 service users and staff had smashed the original target, putting a staggering 1496 miles on the clock! Jane Worsley, Director of Operations and Deputy CEO said: “The sheer passion, commitment and sense of community

shown by everyone who took part in this phenomenal challenge was amazing. Not only did it give us the opportunity to publically support such a very worthy cause, for me personally, it left me feeling prouder than ever to be part of an organisation like CIC.”

Sue Baker, Director of Time to Change, said: “One in four people will experience a mental health problem at some point in their lives, but despite this, people still face stigma and discrimination that can stop them leading full lives. Events like the CIC Time to Change Challenge are a great way of challenging this stigma by getting mental health out in the open, so a huge thank you to everyone at CIC for taking part in this incredible challenge.”



Raising the baton for mental health awareness



The Rievaulx Team

BEATING the RAT RACE...

The students and staff from CIC's Rievaulx Resource Centre – a Billingham-based day service offering support, training and employment for 60 adults with learning difficulties – made history this year when they became the first mixed-ability team to take part in the Stockton Tees River Rat Race.

“No matter how tough things got, the thought of being the first mixed-ability team to ever take part in the race spurred us on.”





At the starting line...

A NOTORIOUSLY GRUELLING EVENT, with daredevil obstacles at every turn, the 10 kilometre assault course along the banks of the River Tees is certainly not one for the faint hearted. So when five brave Rievaulx students, each paired with a member of Rievaulx staff, signed up to take part, it seemed like mission impossible.

During the next six months, the team – including students Keith Cookson, John Nolan, Stephen Neil, Harvey Kell and Sean Malcolm – embarked upon a rigorous training programme, preparing to be pushed to their limits.

Barry Walker, Manager at the Rievaulx, who was part of the ten-man team, says: “We knew we had to be in peak physical condition to take on the challenge, so we built up our stamina by running, cycling and swimming for miles on end; we practiced our water-skills and life-saving and we even completed specialist training

in canoeing and hill-climbing! But no matter how tough things got, the thought of being the first mixed-ability team to ever take part in the race spurred us on.”

When race day finally arrived the daring team were ready for the challenge of a lifetime. “As we stood at the start line, every inch of our bodies tingled with excitement, anticipation and fear,” explains John Robinson, Support Worker. “Our hearts were racing and the adrenalin was pumping. We knew we could do it but in that moment, doubt began to creep in and I started to think “What have we let ourselves in for?!” but then the gun sounded and we were off!”

During the forty minutes that followed, the teams were united as they faced a raft of unimaginably audacious obstacles: a 12 foot decent into the freezing cold Tees Barrage Lock, a three-hill cross country run – each hill bigger than the next, a 200-step vertical climb up the side of the Newport Bridge to its 80ft summit, a 500-metre

kayak sprint, finished with a 25ft drop off the galleon ship plank! But standing united at the finish-line, with winners medals draped around their necks, the heroic team knew that all their hard work had been worthwhile.

“We were exhausted and emotional but completely euphoric at the thought of what we had achieved,” explains Barry. “We were proud to be standing at the finish-line, celebrating our moment surrounded by family and friends, but proud too at our historic feat.”

“We knew we had overcome greater barriers than any obstacle course could ever set – we’d proved that disability shouldn’t hold anyone back from achieving their dreams, goals and aspirations and made a real statement for inclusion.”

**The Rievaulx Rat Race Team
– TRUE CHAMPIONS!**

Our Great Big VOLUNTEER WEEK!



At CIC we are lucky enough to receive the support of many wonderful volunteers who each help make the CIC community a better place to live and work. So to show our support for National Volunteers Week, we named 1-7th June 2011 CIC Volunteers Week too!

As part of our celebrations, staff from across all areas of our organisation were given the chance to join together and take part in fun volunteer challenges within our services. Not only did this give staff the chance to discover first-hand the benefits of volunteering, it was also a great opportunity for people to get out and about, spending some quality time with the people we support.

From giving one of our homelessness projects a fresh lick of paint, to building accessible veggie patches for one of our registered care homes, tending service users' allotments to hosting an African drums class, staff from throughout CIC generously donated their time and talents to the volunteer challenges, putting a big smile on many faces along the way.



Support Services volunteers

Come Dine with CIC

Championing inclusion, promoting independence and showcasing talent...

were all on the menu when service users across the North East joined together to create their very own version of the popular TV show, 'Come Dine With Me'. As part of this fun challenge, services from across the region played the role of gracious hosts, cooking up a special three-course meals for 'judges' - local managers from their area.

Manager Caroline Bairstow, who was guest of honour at The Oaks, Cleveland, said: "The Come Dine With CIC Challenge was a fantastic opportunity for the people we support to develop skills they might otherwise not have known they had, as well as build new bonds and just have lots of fun!"

"It really was a night to remember and the decision of picking a winner was so tough, we had to choose three! I look forward to next year when we hope to make it a national competition."

You can pick up the winning recipes in our magazine, You First, Edition 28 at www.c-i-c.co.uk/publications Enjoy!

CIC's FANTASTIC FORUM

As a care provider that is proud to have an inclusive outlook, we are keen to empower the people we support to have their say about the services we provide to them, which is why this year we supported the launch of our new national inclusion forum, 'SING' (Social Inclusion Network Group).

Having previously had a number of standalone regional inclusion forums, members felt that they could make an even greater impact in influencing our organisation by also coming together to form a national group. Participants in this group would together represent all of the regions in which we provide services and the various client groups we support.

Jill Lucock, Regional Director, who assists the group, explains, "SING draws together representatives from each of our inclusion forums. These members act as ambassadors for their local services, formally giving their feedback to CIC's management on the issues that matter to them."

The group has a mandate to openly discuss any concerns or ideas they have, and can consult with any of our support services teams or Executive Team members.

Shirley Wrigley, who is supported by our Elwick Road service in Hartlepool, says, "I am very proud to be a member of SING. It is important that people supported by CIC can share their opinions, ask questions and get answers. It feels great to be listened to and respected, and I always look forward to our next meeting!"

Jill explains the impact the group has made, "This year in response to feedback from the group, CIC has introduced a number of new initiatives such as making more of our policies accessible, developing inclusion training for staff and giving the people we support more of a say in assessing the quality of services. We are committed to progressing and supporting the group, so that we can become at all levels a truly person-centred organisation."



SING hard at work



David Tomlinson takes note



Proud member Shirley Wrigley

SING Voice their *FEEDBACK*

In November, CIC's national inclusion group, SING, made of people supported by CIC from across England and Scotland, came together to take part in an exciting two-day social inclusion event that saw them have their say and influence the running of our charity.

They were taking part in an EFQM (European Foundation for Quality Management) assessment for our charity – a tool used by top businesses across Europe to continuously improve the services they deliver.

As an organisation that puts the people we support at the heart of all we do, we knew that we wanted as many people as possible to be part of this important review.

Darren Goorwappa, Head of Internal Audit, explains: "Working with an independent EFQM assessor, we were able to give the people we support the opportunity to review all aspects of CIC – from our leadership, to our impact on the community and the environment, and in doing so this gave us a fuller understanding of what they think we are doing well and where we can improve."

To ensure that the event was as interactive and accessible as possible, an amateur dramatics group was brought on-board to role-play situations, making the concepts accessible, understandable and interesting. At the end of the two days, 40 areas for improvement, 45 strengths and many valuable insights were identified.

Jane Worsley, Director of Operations says: "Listening and responding to the people we support is invaluable and something that has always been important to CIC. Having our national inclusion group take part in this assessment is a new and innovative way of doing this and my Executive Team colleagues and I will be giving serious consideration to how we can best respond to the feedback we received."

EFQM 
Shares what works.

To view a video of the visit:
www.bit.ly/cic-sing

Championing DIGNITY

As one of CIC's core values, dignity is at the heart of all that we do. So this year we were proud to see so many of our staff take up the challenge to support the Department of Health's Dignity in Care Campaign by becoming national 'Dignity Champions' – individual ambassadors who have pledged their support to ensuring that people who need care receive the respect and compassion they deserve.



Our North East region celebrates Dignity in Action Day

Joining 23,000 other national champions is Brenda Cawton, Home Manager at The Whinnies, home to three adults with learning difficulties. She says: "CIC is built upon the vision of an inclusive society, in which every person is treated with dignity and respect; so it comes as no surprise to me that our staff feel so passionately about supporting the Dignity in Care campaign."

Brenda herself is now chair of CIC's North East Dignity Forum. The group, which includes 22 CIC Dignity Champions from across the region, meets on a bi-monthly basis to share good practice and devise

new and innovative ways of promoting dignity across the organisation.

One such innovative approach can be seen in CIC's North West region, where Dignity Champions there have developed DAVE (Dignity and Values Events), a specialised package of dignity training events for staff. Manager Leanne Cretney, who played a pivotal role in developing the training explains: "DAVE was devised with the goal of educating staff, reinforcing best practice and ensuring that everyone in CIC understands the importance of safeguarding the dignity of each and every person we support."

Pat Cunningham, Office Manager at CIC's Liverpool Office, recently attended the DAVE training. She says: "Even though I am not directly involved in delivering care services, I was encouraged to attend the training by the Dignity Champions in my office. They believe, as do I, that it is vital for everyone in our charity to understand the basics of excellent care."

She concludes: "The training definitely opened my eyes as to what the word 'dignity' really means and the importance of treating people as you would want to be treated."

DEVELOPING our Employees

We know that the work of our colleagues is of huge value. No matter what their role, in many ways, their contribution enables people with care needs to live better, more fulfilling lives.

Here are some examples of how we have given back to the people who give us so much...

INVESTING

in Our People

This year CIC was proud to achieve Silver Investors in People (IIP) status in England, adding to our previous success of achieving the same standard in Scotland.

As the leading people management standard used by businesses to independently review how they train and develop staff, CIC was delighted to achieve this recognition, particularly as this was our first application for the accreditation in England.

Grace Marguerie, CIC's Director of Human Resources and Organisational Development, says: "As an organisation we are very much committed to the continual improvement of both the services we provide, and the environment we create for staff. The Investors in People Framework gives us

a great platform to identify areas where we can further develop our charity as an employer and enhance the services we provide to the people we support."

"Thank you to everyone who took the time to take part in this process and contribute to this great success."



CARING FOR OUR CARERS

As founding members of the Care Professionals Benevolent Fund, the charity which offers financial support to current, former, and retired care professionals who have fallen on hard times, CIC were proud to once again publically pledge our support for this important organisation, by making our annual contribution of £1 for every CIC employee – equating to over £4000 pounds.

The CPBF relies heavily on volunteers and budding fundraisers to ensure that they are able to help more carers in need, so as well as our annual financial support, we are also committed to helping actively raise the profile of the organisation and encourage others in the sector to get involved too.

There are lots of things you can do to support our industry charity such as taking part in CPBF events or campaigns, organise your own fundraising event or sponsored challenge, make a donation or simply spread the word about this important organisation.

For more information on the CPBF visit www.cpbenevolentfund.org.uk

Two decades of PUTTING INDIVIDUALS FIRST

At CIC we have a 24-year heritage of delivering excellent care and support in the community and we are lucky to have many people who were part of our charity's earliest days still working for us today.

Each year we recognise the achievements of people who enter their 20th year of working for CIC by holding a long-service celebration, hosted by our Chief Executive, Neil Matthewman and our Chair of Trustees, Simon Atwell. This year we were able to celebrate 14 members of staff who joined us in 1991, who with a staggering 64,000 days of work between them, truly deserve our applause.

Introducing the event, Simon said: "Our staff are our greatest asset and it is with much pride that I have this opportunity to say thank you to you all today. From support workers, to chefs, managers to housekeepers, everyone here today has one thing in common – the incredible dedication you have shown to CIC over two decades."

Neil added: "You have been part of CIC for so many years because you wanted to make a difference to the people we support and you undoubtedly have. On behalf of the Executive Team, and everyone at CIC, I would like to thank you for your hard work and commitment to our charity."



Celebrating 20 years with CIC

Communicating OUR **SUCCESS**

As you'll have read in this Annual Review, there is so much going on in Community Integrated Care it can be hard to keep track of! Because of this, we have to work hard to ensure that we are communicating our work effectively...

HEAR from HR

Recognising the need for better and more regular communication with our staff, this year saw us launch our first ever CIC Employee Newsletter. Entries to the 'Name Your Newsletter' competition came in thick and fast and the winning entry – 'You Count!' – summed up the aim of our new publication perfectly.

Grace Marguerie, Director of Human Resources and Organisational Development, explains: "As CIC's HR director, I am passionate about making sure our staff feel that they count, not just in the life of their service or department, but in the life of our charity as a whole."

"Without doubt what our employees do as individuals is amazing, but as a collective, the contribution of our employee community is so much more. Our new staff newsletter was our way of reinforcing that message by creating a sense of unity and ensuring that everyone feels informed and involved."

Grace concludes: "The publication, which is filled with all the necessary updates for employee life at CIC, has already become a firm favourite amongst staff, with lots of great feedback and suggestions for features flooding in. It's been fantastic to see the overwhelmingly positive feedback to the launch and is proof, if any was needed, of the real impact that good, thoughtful employee communication can have."



You Count newsletter

CIC ONLINE

At the start of 2011 we launched our brand new website – our online shop front aimed at telling people all about our charity and giving people who need our support the opportunity to find out how they can become part of our community.



We had great ambitions for our new website from the start. We knew that to develop the best, most successful website, the key focus had to be on the needs of our users, so we worked closely with the people we support, our staff and a range of health and social care professional to gauge their opinions on what makes a leading website for the care sector.

The result is a website which offers a much more user-friendly and sophisticated browsing experience, providing a strong platform to showcase and celebrate the work of our charity, the people we support and our staff, as well as better promoting the quality care and support Community Integrated Care can offer.

These major improvements have already shown significant results, with site usage and enquiries increasing dramatically, enabling Community Integrated Care to offer its support to more people. With website visits increasing by a third, an 88% increase in job applications and the number of enquiries from the public quadrupling, traffic to the site is at all-time high.

Visit www.c-i-c.co.uk to see more.

2011-12

Financial Year

Number of individuals we supported during 2011-12:

Independent Living

985 in 281 services

Senior Care

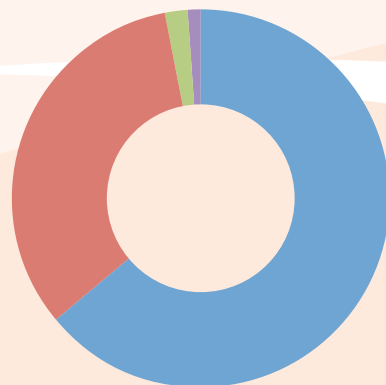
1094 in 25 services

Domicilliary Care

2400+ hours of support

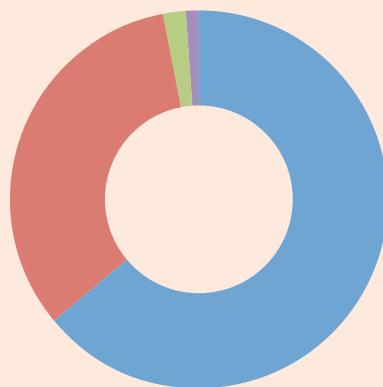
Homelessness Services

55 in 3 services



Income

Independent Living	64%
Senior Care	33%
Domicilliary Care	2%
Homelessness Services	1%



Expenditure

Independent Living	61%
Senior Care	35%
Domicilliary Care	2%
Homelessness Services	2%

Financial PERFORMANCE

The year ending March 2012 saw the third sector in one of its most challenging periods, with income reductions sought by public bodies and the general downturn in the economic climate.

Despite the underlying economic conditions and environment, CIC's financial performance was satisfactory, with a surplus before pension losses of £3.6m (2011 £5.6m).

CIC's group income from charitable activities decreased slightly by 1% to £91.7m (2011 £92.6m) as a result of the public sector reductions and efficiency savings made during the year.

Our total group net reserves increased to £49.0m (2011 £47.5m), with unrestricted reserves of £35.2m (2011 £33.0m) and restricted reserves of £13.8m (2011 £14.4m).

CIC utilised its reserves for a number of key strategic purchases, most notably to secure The Peele nursing and residential home in Manchester and our new EachStep facility in Blackley.

The charity does not raise funds through donations or events; all our income is derived from payments for services provided. As local authority spending continues to be restricted and annual fee uplifts are in some cases zero, growth in net income from current services has proved challenging.

In this operating environment it is inevitable that the organisation will be asked to provide services for a reduced fee or to provide enhanced services for the same hourly rate. To ensure the charity remains viable we will continue to be flexible enough to reconfigure services and also develop new services types for future need.

There has been a concentrated drive for efficiency savings in light of anticipated funding reductions. An example includes a year on year reduction in external agency costs by £160,000.

There was an overall cash inflow in the year of £400k, increasing the cash balance to £12.3m at the year end.

CIC continues to show a strong balance sheet as a result of prudent measures taken to anticipate the economic conditions. Net assets before pensions have increased to £50.7m at year end (2011 £47.5m) and is reflected in investments in fixed assets, including the construction of EachStep and the purchase of The Peele.

Find out more...

Tel: 0845 543 9911

Email: information@c-i-c.co.uk

Web: www.c-i-c.co.uk

Contact Community Integrated Care on: Tel: 0845 543 9911 **Email:** information@c-i-c.co.uk **Web:** www.c-i-c.co.uk

"CIC Group" is a trading name of Community Integrated Care, a company limited by guarantee, registered in England and Wales (Company Registration Number 2225727).

Community Integrated Care is also a registered charity (Charity Registration Number 519996 (England) and SC039671 (Scotland))