

A PROUD PAST, A BRIGHTER FUTURE

Community Integrated Care
**30th Anniversary Annual
Review 2017/18**

Community
Integrated
Care[®]



Hello and welcome to Community Integrated Care's 2017/18 Annual Review.

In September 2017, I had the pleasure of joining this wonderful organisation as Chief Executive. Why did I choose to take on the role? Well that's simple really. Who wouldn't want to be part of a charity that makes an incredible social impact, is home to thousands of inspirational people, has a rich heritage and yet real untapped potential too?! You will see all of these wonderful characteristics, and many more, in this publication.

This year marks Community Integrated Care's 30th anniversary. Our charity was formed at the inception of the Care In The Community Agenda, with the vision of creating a more inclusive society and spearheading real social change. For three decades, we have always had a desire to push boundaries, to improve the lives of the people we support and the local communities that we work in.

From championing social inclusion to developing stunning new specialist services, supporting ground-breaking partnerships, through to sharing our insights with the sector, this is an organisation that truly makes a difference.

Despite all these grounds for positivity, there can be no doubt that these are challenging times for the social care sector. This sector is the unseen glue that holds society together, whilst it also bears the brunt of austerity and cuts in public sector spending.

We are privileged to employ 6,000 colleagues, whose vocation for caring makes a remarkable contribution to people's lives, yet we are unable to reward them in the way they deserve.

What we collectively achieve, in this charity and as a sector, is absolutely vital, yet too often it feels like social care is overlooked in the consciousness of both the public and by politicians.

We're looking to respond to these constraints, and to overcome them, with our new five-year strategy. This strategy has bold aspirations for how we can build upon our existing strong foundations, to become a bigger, more dynamic and more impactful organisation. We're focussing on three key areas – **our colleagues, our communities** and, of course, the **people we support**.

We will also be ready to stand up for our sector too, to ensure that the essential services that organisations like ours deliver are not compromised in a challenging environment. As a sector, we have collectively achieved too much in the decades gone by to allow that to happen.

I would urge you to take the time to read the key details our new strategy in the concluding chapter of this Annual Review.

I hope, and believe, that these next five years can be our most successful ones yet.

Whatever stake you have in our charity, I am sure that it is a valuable one. I'd like to take this opportunity to thank our colleagues, the people we support and our partners, for their contribution to Community Integrated Care. I hope that this publication not only heightens your pride in our past and present successes but gives you real excitement for our future too.

Best wishes,

A handwritten signature in black ink, appearing to read 'Mark Adams'.

Mark Adams

CEO, Community Integrated Care

It is my honour, for the final time, to have the opportunity to introduce a Community Integrated Care Annual Review.

In 2014, I had the great privilege of being elected as Chair of the Board of Trustees for our charity. At that time, I publicly stated how I was impressed by Community Integrated Care's aspirations and commitment to ensuring that, as demands on services continue to grow, high quality, innovative, person-centred care remains at the heart of its approach. Throughout my four-year tenure, I have been delighted to see this devotion continue.

Whilst there have undoubtedly been challenges in my period as Chair, I have been proud to see how well the charity's leaders and frontline colleagues have worked together to overcome them. We have so much to be proud of – award-winning services, creative new models of support, thriving cultural and research partnerships, and a real sense of camaraderie amongst our teams.

There is a palpable sense of what it means to be Community Integrated Care – we are proud to be defined by dedicated, vibrant and ambitious people, who care with passion.

Throughout the life-span of our previous organisational strategy, we have grown significantly to offer life-changing support to many more people, gained deserved recognition for stunning examples of quality and innovation, and shown a genuine drive to challenge ourselves and others to continually improve. I believe that there are strong foundations in place, as Community Integrated Care embarks on a new and exciting five-year strategy.

These are incredibly challenging and turbulent times for the social care sector. Cuts in public spending, growing demand for services and increases to the core cost-bases of care providers make for a difficult environment. Despite this, I believe that Community Integrated Care is in a strong position to navigate the demands of the years ahead, and to not only survive but to thrive. When you have a strong vision and the right people, you can overcome any test together.

The Community Integrated Care that you will see in the years to come might be very different to the one you have known in many ways.

We will be more vocal, more ambitious, more creative and more daring than ever before.

Yet what we are known best for – our people, our passion, and our potential – will always be there, throughout the life of this new strategy and far beyond.

Finally, I would like to thank the Executive Team for their hard work over the last year to ensure the continued sustainability of Community Integrated Care. I am delighted to introduce Libby Raper as Chair of the Board of Trustees who joins us with a wealth of knowledge and experience in the charity sector. Whilst I am stepping down as Chair, I will not be stepping away from this organisation, and I am excited to see the next chapter in our history unfold.

Best wishes,



Dame Joan Stringer

Chair of Community Integrated Care,
2014-2018



A PROUD PAST

Take a look back at the incredible legacy created by Community Integrated Care in the past 30 years...



A PROUD PAST, A BRIGHTER FUTURE...

This year, we celebrate our 30th anniversary. With Community Integrated Care being one of the original pioneers of the Care in the Community agenda, and growing to become one of Britain's most innovative and successful care providers, this anniversary not only marks an important milestone for our charity but also for the social care sector at large.

Community Integrated Care was founded in 1988 by Dr David Robertson, with the vision of supporting people with care needs to move from institutional hospitals to living with independence in the community. David established our charity with the clear belief in social inclusion and the power of communities. The guiding principles that David formed our charity with remain an indelible part of our organisational DNA, as we look forward to creating a new legacy of social change in the decades to come.

Dr Robertson shares the inspiring story behind the creation of Community Integrated Care:

"In the late 1980s, I began to see the need for services to be delivered differently. I felt that colleagues were constrained by outdated and institutional practices, which held them back from doing their best. I wanted to provide an alternative.

Many long-stay hospitals were based in the countryside, away from the communities in which people had led their lives. I felt that any alternative to this should create an opportunity for people to continue to live in, and remain part of, their communities.

There has been a huge change in society's acceptance of disabilities and charities like Community Integrated Care certainly deserve credit for challenging stigma and prejudice. When I look at how we have grown across the UK and think about the amount of people that we have supported, I feel an enormous amount of pride."

OUR TIMELINE

The social care landscape in the UK is now unrecognisable from 1988, but that vision hasn't changed.

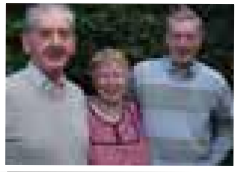
As Community Integrated Care celebrates 30 years of innovation and achievement we look back at some key moments in the charity's history...

15th March
1988

Community Integrated Care registered as a charity, following the closure of long-stay hospitals. Its mission is to provide support based upon the principles of choice, dignity and respect in the community.

1988

Community Integrated Care took over its first ever services from the charity, Mind. These included Ship Street, Frederick Street, Ireland Street and Inglenook in Halton. The first long-stay hospitals to close in the area included Rainhill, Crossley, Olive Mount and Dutton.



1998 –
1993

Community Integrated Care grew its learning disabilities, mental health and older people's services across Cheshire and Merseyside.

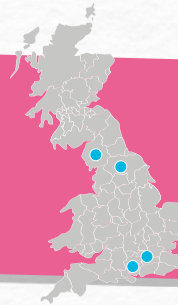
1993

Community Integrated Care opened its first services and Regional Office in the North East, based in Darlington. In later years, this relocated to Durham, where it still runs to this day.



1994 –
1996

Between 1994 and 1996, Community Integrated Care began supporting people in new areas, including Cumbria, Leeds, Hampshire and Surrey.



1997



Community Integrated Care opened its first service in Scotland – Muirs Court in Edinburgh. This service has thrived in recent years, with one of the young men supported there completing a skydive in 2014!

1998

Community Integrated Care opened its first service in Aberdeenshire – an area we've continued to expand in throughout the last 20 years.



1999 –
2002



Community Integrated Care opened its first Alcohol, Addiction and Homelessness Services between 1999 and 2002. These services proudly transformed lives across Merseyside and Cheshire for over a decade.

2007

Community Integrated Care opened a new group of learning disability and mental health services in Leicester, which in 2017 achieved Community Integrated Care's first 'Outstanding' CQC Rating.



2008

Community Integrated Care celebrated its 20th Anniversary, and is the 57th largest charity in the UK, supporting over 2,000 people in 200 settings.

2009

The first of many thriving sport partnerships kick off with Middlesbrough FC foundation supporting social care projects in the community.

2012

Our new model of dementia care, EachStep, is launched in Blackley, Manchester.



2013

We celebrated our 25th Anniversary and unveil our exciting rebrand.



2015

We proudly opened our first services in Sheffield and Nottingham. We also launched the Golden Thread, our Personalisation Project which brings to life the principles of the Care Act.



2018

Community Integrated Care celebrates its 30th Anniversary, and is now the 45th largest charity in the UK. We support 3,500 people with a range of support needs in over 400 locations, and employ over 6,000 caring and passionate staff.

A PEARL OF A CELEBRATION!

Community Integrated Care celebrated its 30th anniversary in style, hosting a major event that explored the progress made by the care sector in the past three decades. With participation from some of the most influential figures in the UK health and social care sector, as well as people who access care and support, it provided a poignant and powerful review of three decades of social change.



To mark the start of this milestone year, in March 2018, we hosted a special exhibition at The Bluecoat Gallery in Liverpool, named 'From Institution to Inclusion'. The event was led by Sharon Allen, Chief Executive of Skills for Care, the strategic body for workforce development in adult social care in England, who delivered the keynote address.

The celebration was attended by a diverse audience, including national social care leaders from across England and Scotland, Community Integrated Care's longest-serving colleagues and people supported by the charity. Guests included Simon Bottery, Senior Fellow at The Kings Fund, Vic Rayner, Executive Director at the National Care Forum, Lisa Lenton, Managing Director at The Association for Real Change, and Rhidian Hughes, CEO at Voluntary Organisations Disability Group.

Dr David Robertson, who attended the event as Guest of Honour, was one of the pioneers of the 'Care In The Community' agenda, spearheading efforts to support people to move from the isolation of living in long-stay hospitals to the inclusion of living in the heart of their local community. His legacy has seen tens of thousands of people be enabled to lead fuller, better lives.

The exhibition marked the landmark moments since the inception of the Care in the Community Act and the immeasurable contribution that radicals like Dr Robertson and his peers have made to society.



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Having been formed with a spirit of delivering social change and inclusion, it is important that this charity continues to cherish, protect and promote these values.

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It also celebrated the 1.6 million social care workers who dedicate their careers to supporting others, and the people who they are privileged to support.

From displaying photographs and artefacts that brought to life the Victorian hospitals that many people with care needs lived in just thirty years ago, and offsetting this against powerful examples of people leading full and independent lives in the community today, it charted a dramatic story.

Sharon Allen, Chief Executive of Skills for Care, says: "It has been my honour to join Community Integrated Care for their special evening. To see an exhibition that chronicled thirty years of social care was a poignant reminder of both the progress made and the need for our sector to remain ambitious and brave.

"The event filled me with hope and pride. It made a powerful statement about how we must continue to keep the rights and aspirations of the people we support at the heart of all we do, and the need for us to embrace further innovation and progress.

"We can take so much inspiration from the people in the room, who have given their careers to delivering life-changing care."

Mark Adams, Chief Executive at Community Integrated Care, says: "This event provided a much-needed opportunity to reflect upon the impact of everyone who has been part of the Community Integrated Care family, in particular, our founder and Life President, Dr David Robertson.

"Community Integrated Care was created in 1988 to ensure that people with support needs could be treated as equal citizens and enjoy the fullest lives possible - that vision still stands to this day. Having been formed with a spirit of delivering social change and inclusion, it is important that this charity continues to cherish, protect and promote these values.

"As a custodian of Dr Robertson's organisation, I am committed to ensuring that this legacy is built upon and I am excited for the future ahead."



WE INCLUDE

The people we support, our colleagues, partners and the communities we work in.



A BRIGHTER FUTURE

As Community Integrated Care begins a new chapter in its proud 30-year history, with the launch of its five-year strategy, our Executive Team have been travelling the length of the country to listen to the ideas and views of our frontline colleagues.

Beginning in November 2017, Community Integrated Care's senior team have hosted several regional roadshows, aimed at sharing the new strategic aims, facilitating a genuine dialogue and developing new ideas.

CEO, Mark Adams, explains: "These Roadshows provide an opportunity for managers to meet face-to-face with senior leaders regularly to discuss areas of focus, and for us to bring them up to speed on how we're performing."

"Our job, as an Executive Team, is to be consistent, transparent and truthful. We want as many people as possible to feel that they have a stake in the future of this charity. Having a culture of two-way communications is key to achieving this."





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Cycling into the stadium was a moment that I'll never forget. To get that welcome meant the world to me.

Zoe Ball, Television and Radio Presenter

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BACKING BALL

Colleagues and people supported by Community Integrated Care helped cheer TV star Zoe Ball to success on her epic Sports Relief Challenge.

In March, Zoe took on a 350-mile challenge for the charity, cycling from Blackpool to Brighton in just five days. Her efforts promoted national awareness of men's mental health issues and raised more than £500,000.

Zoe finished her first day on the route at Widnes, the town where our charity was founded, and continues to support hundreds of people to this day. Colleagues and people supported by Bankfield and Glenwood care homes were invited as special guests to Zoe's welcome party.



Their support was broadcast on the primetime BBC One documentary, 'Zoe Ball's Hardest Road Home'. Speaking on the programme, Zoe said: "Cycling into the stadium was a moment that I'll never forget. To get that welcome meant the world to me."

Angela Mulvey, Deputy Manager at Bankfield Care Home, said: "As soon as Zoe arrived in the stadium, she came straight over to the Community Integrated Care teams to say thank you for the backing. It was wonderful to see how much our encouragement meant to her, and to see her spend time with the people we support."



CELEBRATING SUPPORTED EMPLOYMENT

People supported by Community Integrated Care's Vocational Support Service were recognised for their employment and volunteering achievements at a special awards ceremony in June.

Vocational Support helps people with learning and physical disabilities, mental health concerns and autism to find rewarding paid or voluntary work opportunities.

Fifty people from across Merseyside and Cheshire attended the special event at the Halton Stadium, Widnes, where they each received a special Certificate of Achievement. Support staff and local businesses were also celebrated for their commitment to social inclusion.

Renata Davies, Service Leader for Vocational Support, says: "It's been fantastic to celebrate so many inspirational people today. We're proud of the commitment and achievement of the people we support, and the impact that our team makes in enabling people to achieve their dreams and aspirations"

MP PRAISES STUNNING SERVICE

Community Integrated Care is committed to the development of innovative new services that promote the independence of the people we support. Dumfries and Galloway MP, Richard Arkless, saw the impact of this first-hand when he enjoyed an inspirational visit to our brand new 'School Close' service.

Based in the heart of Kirkcudbright in Scotland, School Close has been specially designed to provide a modern, life-enhancing living environment that supports independent lifestyles. It offers 13 modern apartments, which include innovative assistive technologies.

Having previously lived together in shared accommodation, tenants at School Close now enjoy the freedom of having their own apartments and personalised support, tailored to their individual needs.

Richard Arkless, said: "I thoroughly enjoyed my tour and was really impressed at what has been achieved. It's clear to see that the tenants are thriving in their new living environment. I'd like to congratulate Community Integrated Care on delivering such a personalised and exemplary care service."

Service Leader for School Close, Heather Birnie, said: "The people we support were really proud to welcome Mr Arkless into their homes and tell him about their lives. They are thriving in their new homes and it's been fantastic to see them enjoying their independence."

School Close was developed by Loreburn Housing Association in partnership with Dumfries and Galloway Council.



GIVING BACK

The impact of corporate and individual volunteers on our charity can be incredible. Their passion, skills and desire to make a difference can transform services and create unforgettable moments.

11 young people from across Salford proved this, when they helped to create a unique Dementia Village at Pemberton Fold Care Home, Manchester, as part of a Prince's Trust project run by the Greater Manchester Fire & Rescue Service and City West Housing Trust.

The team, aged from 17 to 26, transformed the home's courtyard area into a traditional English village, complete with an allotment, sweet shop and tranquil gardens.

Team member, Charlotte Pearce, 26, said: "Working on this project has been very rewarding in many ways. We know that our work will really benefit the residents and will make them happy, so it's all been worthwhile!"

Councillor Peter Connor, The Right Worshipful Ceremonial Mayor of the City of Salford, said: "The Prince's Trust team have done an exceptional job and should be immensely proud of themselves. The village looks incredible and will make a real difference."



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Julie Lindsay, Assistant Service Manager for Pemberton Fold and mastermind behind the project, added:

"I'd like to thank the young people for doing an amazing job at turning our dream into a reality. It really has enhanced our home."

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WE DELIVER

The best possible outcomes for the people we support, our colleagues and the people we work with.

STANDING UP TO THE STORM

When Storm Emma whipped its way across Britain in February, many of the communities that our charity serves across Scotland were amongst the worst hit.

Many of our services across Scotland all faced Red Weather Warnings, under a torrent of heavy snow, wind and rain.

We are proud that not even nature's best efforts could stop our determined local and regional teams!

With strong contingency plans, exceptional teamwork and effective collaboration with external partners, we ensured that the people we support continued to receive the vital services that we provide.



Karen Sheridan, Chief Operating Officer at Community Integrated Care, says:

"The weeks of severe weather earlier this year caused havoc for businesses across the UK. To see how our teams rallied around, and developed strong plans, to maintain services to the people we support in such challenging situations was incredible. These efforts typify the passion and commitment that our colleagues across Scotland demonstrate every day."



HAVING A LAUGH

In April, Living with Laughter Theatre Company performed 'Enter Your World' at Amberleigh House Care Home, Liverpool. This wonderful production used drama, poetry and music to share real-life stories and experiences of dementia.

The newly formed company is led by six Liverpool John Moores University students who create interactive theatre to support people affected by dementia.

In the weeks leading up to the performance, the company interviewed residents and relatives, encouraging them to share the challenges they have faced, as well as light-hearted and funny moments too.

Caroline Broughall, Regional Manager, said: "We strive to bring new and interesting opportunities to the people we support. Living with Laughter brought our stories to life so vibrantly. It was wonderful to see so many of our residents so engaged."

Jade Crosbee, Stage Manager for Living with Laughter Theatre Company, said:

"I'd like to thank everyone at Amberleigh House who shared their stories and experiences. Although dementia can be a very challenging condition, there were really touching and funny tales to be told. We had so much fun performing residents' lovely stories."



CHANGE IS ON THE CARDS!

When Community Integrated Care's Peer Reviewers identified that many people we support could benefit from a more flexible approach to managing their money, our Finance Team leapt to the challenge.

Following the lead of our Peer Reviewers, experts by experience who are supported and employed by our charity, the team introduced Personal Money Cards, as a way of replacing cheque-based accounts.

James Askew, who led the project, explains: "Charge cards offer a more flexible and modern way for the people we support to spend their money. We're always working to make accessing money as smooth as possible, and this is a massive step."



WELCOME TO THE FAMILY!

As a growing organisation, we've been delighted to welcome many new services to the Community Integrated Care family this year. Let's take a look at life in one of them...

There is a great deal of preparation that goes into creating a brand-new home for people with support needs. And the happiness of the tenants and staff at Temple Court, based in Portsmouth, proves that all the work that goes into a positive transition really is, worth it.

Opening its doors in August 2017, the purpose-built complex (which merges two smaller Community Integrated Care services) is transforming the lives of the eight young people who live there, each of whom have round the clock support to lead the fullest lives.

"We work with around 35 colleagues and our team is still growing", says Kevin Ferriday, Service Leader. "We operate on a one-to-one model with the people we support, and have waking night staff too, so we offer a really high level of support.

"Each member of our team has their own particular strengths and they all give 100% to their role.

"Everything we do is centred on the people we support and I can honestly say that seeing them happy, makes the team happy too.

"The four-building complex is made up of large, light, and spacious communal areas, where people can enjoy a sense of their own space, but can also socialise and mix when they choose to.

"Some of the people we support have issues with space and proximity because of their autism, so having the freedom to do their own thing but be together when they want to has made a huge difference. There are extensive outdoor areas where there is often a trampolining competition or football game going on.

"Seeing the impact on people is truly what motivates us.

"One of the lads we support really struggled at first – he wanted to stay in his previous service and the move gave him real anxiety. His family and staff team worked really hard with him in the build up to the transition, but even still, it took five hours to get him to come into the service.

"There must be something so special about this environment though because the very next day he came out of his new room, gave me a big smile and said 'Good morning, Kevin!' – it was absolutely incredible. He's now making new friends and really thriving in his own space. His family can't believe how great he's doing following the move, and the staff at his day placement are bowled over too."

SIMPLY BRILLIANT

Over the last twelve months, we've had a big focus on streamlining our systems and processes, ensuring that we give our teams the best possible support.

Garry Leach, Director of Strategic Projects, tells us: "We've simplified and improved the way our managers do four key things – visit their services, carry out supervisions, create support plans and access essential management information. Hopefully by doing so, managers can concentrate on what they do best – leading great services, where the people we support live the best lives possible."

MAKING TIME

Garry continued, "In the care sector, every second counts, so it's no surprise that Community Integrated Care's new Electronic Rostering System, Maxtime, has had such a big impact – becoming a key component of our more streamlined approaches.

"The platform has modernised how we plan and deliver care. Offering a simple and user-friendly approach, it has transformed the way we create rotas and capture the hours worked by colleagues.

"Removing the reliance on paper rotas, it has enabled our teams to spend more time focussing on what they love most – delivering care and support!"

Michelle Phillips, Service Manager at EachStep Blackley in Manchester, took part in an initial pilot of the system. She says: "I was a little apprehensive at first, thinking it would be too complicated, but I needn't have worried. The training was great and getting started with Maxtime at EachStep was a huge thrill for me and the team. It has made a huge difference to how we plan and deliver our support."



ADVANCING NEW CAREERS

The landscape of the social care sector in the UK is changing. Care providers like Community Integrated Care are working under increased pressure to deliver better results with decreasing resources.

The sector is also facing a challenge in recruiting and retaining a well-trained and effective workforce, with particular challenges in recruiting nurses. As an organisation, we are thinking creatively in order to develop solutions that ensure we are delivering a high standard of care and support. One example of this is the adoption of Advanced Carers.

Jane Beresford, Director of People Services, says: "The Advanced Carer Role is an exciting step for Community Integrated Care that helps to bridge the gap between the duties of a Support Worker or Senior Support

Worker and a Registered Nurse, offering high-quality and consistent clinical care for the people we support.

By training Advanced Carers to take on some of the clinical duties that take up a lot of a nurse's working day, our nurses can focus on the more specialist aspects of their roles and become more efficient in their work.

The Advanced Carer will play a pivotal role in the smooth running of our Older People's Services – and this role will be an excellent opportunity for career progression for Support Workers and Senior Support Workers."



GAME FOR NEW EXPERIENCES!

At Community Integrated Care, we love to bring our local communities together and get creative, and this was certainly the case when Cornwall Park teamed up with the artist James Galloway!

People supported at the home, which provides residential and nursing care to older people and people living with dementia in Newton Stewart, Stranraer, were invited by James to take part in a creative programme with a difference.

With the assistance of the artist, who works for Arts4All, the people we support spent time with children from neighbouring school, Penninghame Primary, considering the important locations of their community. Together, they picked 24 places that they felt represented the heart of Newton Stewart and brought them together in a special board-game – Stranopoly!

Residents were supported by James to draw and paint artworks of these treasured local locations, which were used as visuals in the unique board-game. With the opportunity to develop their artistic skills, meet new people and share special memories, this was an incredible intergenerational and cultural activity. It created conversations, brought generations together and reminded everyone of the place that they love most – home.



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Tracy Ross, Manager
of Cornwall Park, says:

“This project has achieved fantastic outcomes. The programme encouraged everyone to contribute, share their memories of the past, and connect with the future of our town too – the local school children. To see the work feature on a stunning board-game and get exhibited in our local community is something that everyone feels proud of.”

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TEN YEARS AT TODLAW

Tradition tells us that a ten-year anniversary should be marked with a gift of tin. But the team at Todlaw are solid gold!

But what's the secret to ten great years in the heart of your community? Team effort, great relationships and an unwavering commitment to better lives for the people you support.

Regional Manager, Rachel Fourie, tells us about Todlaw's journey: “At Todlaw, we support 13 people with physical and learning disabilities in Duns, Scottish Borders. The service was established when a local nursing care home was closing down and the people supported there were moving on to new homes.

“Understandably, moving from a traditional, nursing-focused care setting into Supported Living was a complicated transition, however there's always been a team effort here and the key has been collaboration.

“Four of the people we support have been with us since day one, and they've achieved things they wouldn't have dreamt of. From the things we take for granted, such as having their own front door key and decorating their homes to their taste, to buying their own cars and taking part in local arts festivals – there have been so many achievements over the years.

"I think one of the most important things for us has been maintaining strong local connections. Duns is a tight-knit community and one which we're really proud to be part of. Not only do the people we support access their community as they should, we bring the outside in too. The likes of faith groups, local musicians, and animal groups are a huge part of the service.

"I think it speaks volumes that Berwick Housing Association worked with us to arrange the 10th Anniversary Celebrations, such is the pride we all share in how far Todlaw has come. It was such a joyous occasion and we're all looking forward to what the next ten years holds."



WE ASPIRE

To be the best at what we do.



AN OUTSTANDING TEAM:

In early 2018, Community Integrated Care Leicester Regional Office team achieved the charity's very first 'Outstanding' Care Quality Commission (CQC) rating! This success has been followed by a host of other successful CQC and Care Inspectorate assessments for our charity, across England and Scotland.

Led by Regional Manager, Jennifer Hames, the Leicester Regional Office oversees seven Supported Living services that support 37 people. The CQC Inspector praised the team for enabling the people they support to achieve their dreams – from adopting a healthier lifestyle to going on the holiday of a lifetime to Los Angeles.

Jennifer tells us: "The Leicester team and I are incredibly excited about our 'Outstanding' CQC result. We have a really committed team who have been able to demonstrate how we go the extra mile for the people we support.

"We have stepped up our Caring and Well-Led ratings from Good to Outstanding from our last inspection, which is a credit to our consistent and passionate management team. I'm incredibly proud of our achievement, and the fact that I have so many spirited and strong colleagues in team Leicester."

Mark Adams, CEO, shared his pride in the 'Outstanding' rating for the team, saying: "I urge all of our teams to take inspiration from Jennifer and her team as they strive to reach 'Outstanding' – there is lots we can all learn from this fantastic result. This is a shining example of how a special manager and team can achieve the very best results."

GOOD WORK!

Congratulations to the following Community Integrated Care services, who have achieved ratings of 'Good' or better with the Care Quality Commission and Care Inspectorate this year...

SCOTLAND



Aberdeenshire Regional Office	Lismore House
Charnwood Lodge	Merse House
Colleonard Court	Mill Road
Cornwall Park	Muir's Court
Duddingston Row	Munches Park
Dumfries and Galloway Regional Office	Richmond Day Care Charnwood
East Central Scotland Support Services	South William Street
Glasgow Area Regional Office 1 & 2	Thorney Croft
Highland Services	Thorney Croft Day Care Unit
Jedburgh Services	Todlaw
	Todlaw Nurse Agency

ENGLAND



Abshot Road	Highlands Road	Rydal Mount
Allanby House	Hightown Road	Sandy Mount
Bankfield Road	Holmdale	Seafarers Walk 2
Beighton Road	Leeds Regional Office	Seaview House
Bentinck Crescent	Leicester Region Office	Segensworth Road
Bluebell Park	Linda Grove	Southern Regional Office
Clarence Gardens	Magna Road	St Lukes Care Home
Coronation Road	Martin Close	St Patricks Care Home
Cottam Road	Mengham Avenue	St Stephens Care Home
Cypress Road	Moss Cottage	Strothers Road
Dean View Villas	Newgate Lane	Summerson House
Derby Court	Norfolk Road	Sycamore Drive
Dormy Way	North West Regional Office	Teesside Domiciliary Care Office
EachStep Blackburn	Northern Regional Office	The Mullion
Elizabeth Road Care Home	Nottingham Regional Office	The Whinnies
Festing Grove	Parkside	Wakefield Regional Office
Gatesgarth	Pemberton Fold	West Lodge
Glen Cottage	Penk Ridge	West View
Glenwood Care Home	Redlands Lane	Whitby Drive
Gordon House Care Home	Redmayne House	
Heartly Green	Rosedale/Rosewood	

A TOUCHING NEW TECHNOLOGY

An incredible arts, technology and research project that was supported by Community Integrated Care toured the UK throughout 2017-18, helping to inspire a greater understanding of physical touch and discover new frontiers for technology in dementia care.

In late 2016, Community Integrated Care teamed up with the leading arts collective, Invisible Flock, University College London and FACT (The Foundation for Arts and Creative Technology) to take part in the dementia research project, 'Hold'.

Over the course of six months, people we support and families from Green Heys Care Home participated in the pioneering artistic research project, which explores the impact that touch can have in promoting stimulation and emotional connection in dementia care.

Artists and technology developers from Invisible Flock spent time with three Green Heys residents who live with dementia, as well as the important people in their lives – including family members and care staff.

Through in-depth conversations and activity sessions they explored the different ways in which touch is personally important to them.

The insight from the research led to the development of an astonishing prototype – an augmented interactive photo album that can project onto itself personal memorable photographs and videos digitally. It cleverly tracks where and how people touch the pages as well as their vital signs, such as pulse rates, revealing insightful details about the importance of photos and how we interact with them both physically and emotionally.

Invisible Flock, along with Professor Nadia Berthouze from University College London (UCL), who supported the project, shared the research and prototype at a major exhibition at FACT, Liverpool, in February 2017. It went on to tour the UK in several other exhibitions and events throughout 2017 and 2018, including the 'Remote Contact' exhibition at the Bloomsbury Gallery in London.

With touch being one of the least understood human senses, it is hoped that this research from this programme will have exciting practical applications in the future.



“

Jennifer Connelly, the daughter of one of the participating residents from Green Heys, said:

“My mum and I really enjoyed taking part in the project. We got to spend time together, sharing our favourite memories. To see the final prototype on display at FACT was amazing! Mum really engaged with it and we enjoyed seeing our photos come to life.

For a few moments I got my Mum back and was able to have a chat with her like the old days. I'll treasure that moment forever.”

”

GROUNDBREAKING RESEARCH

As one of the UK's biggest and most successful care providers, Community Integrated Care proudly plays an active role in supporting research that can improve the lives of our colleagues and the people we support.

At the heart of this year's commitment to supporting our sector, is our involvement in a major study by Lancaster University, assessing the Namaste model of dementia care.

Community Integrated Care is a primary partner in this two-year, £500,000 research programme. Together with the university we are working to embed the Namaste approach, which utilises person-centred physical, sensory and emotional support in dementia care, at its EachStep Blackley specialist dementia care home.

Lead researcher, Professor Katherine Froggatt, explained the study at the launch of the programme, saying: "This preliminary study will be undertaken in eight care homes, where eight people with advanced dementia will be recruited in each one.

Six care homes will deliver Namaste care and two will continue to deliver their usual care, and the difference will be assessed using tools to measure, quality of life, sleep and activity, behavioural symptoms, pain, infections and use of clinical services. Family and staff will also be asked to assess satisfaction and experiences of care.

If successful, this preliminary study will move to a full trial in two years."

Martin McGuigan, Executive Director of Innovation at Community Integrated Care, says: "It has been a privilege to support this research, from the earliest stages of this programme being developed through to its practical implementation. We have welcomed the opportunity to trial the Namaste model in EachStep Blackley, and are excited to both support the evolution of this research and to see its final results.

This study is just one example in a burgeoning portfolio of research and academic links at our charity, as we aim to support innovation and improvement in the care sector. We are committed to developing these connections as we commence our new five-year strategy."



AN INTERNATIONAL EXCHANGE

Community Integrated Care welcomed 16 representatives from the French health foundation, John Bost, to share our knowledge and expertise of supporting people with complex learning and physical disabilities.

Representatives from John Bost visited our charity in May 2017 on a study tour, where we showcased how we enable people with disabilities to lead full and happy lives.

Gilles Camincher, Project Manager of John Bost, said: "We have had a very inspiring afternoon with Community Integrated Care, learning about their care provision. We were particularly impressed with their person-centred approaches and constant drive to review and improve their model of care. There are so many learnings that we can take back to France with us."



CHAMPIONING CHARITIES

Charities like Community Integrated Care help weave the fabric of our society and make an incalculable difference to life in Britain. That's why we were proud to champion the charity-sector, when we participated in research by Sheffield Hallam University, exploring the impact of the third sector.

The research, which was funded by Lloyds Bank Foundation, aims to better represent the value that charities of all sizes create.

Sam Brennan, North West Managing Director, says: "As a large and active charity, we were delighted to participate in this study. The charity sector makes a phenomenal contribution to society, so it is important that we showcase this and help to positively challenge any misconceptions about the third sector."

The research workshops with Community Integrated Care's colleagues highlighted our local connections, sense of mission, and the passion of our employees, which is something that we can certainly feel proud of."



LIVE MUSIC NOW

Community Integrated Care's homes are alive with the sound of music, thanks to a generous grant from Comic Relief and thriving new partnership with Live Music Now.

The grant has supported a special collaboration with the charity, which was established in 1977 by the legendary violinist Yehudi Menuhin and his friend, Founder Chairman, Ian Stoutzker CBE. The programme sees professional musicians engage in Community Integrated Care's specialist dementia care homes, delivering person-centred music therapy and group activities.

Phil Benson, Service Manager at EachStep Blackburn, explains: "It's well documented that music can promote happiness and connect people with treasured memories, but the impact of live music is even more profound."

With the musicians being adept at performing many different musical instruments and styles, their skills can be utilised in a host of person-centred ways. It is incredible to not only see the joy that these sessions create in the moment, but to also witness the long-term wellbeing benefits that they offer.

I am excited to see how this project continues to develop. On behalf of our charity, a sincere thank you to Comic Relief and Live Music Now."



FUNDED BY

**COMIC
RELIEF**

WE RESPECT

Individual choice and promote inclusion, rights and independence.



Sushma Majithia, a Peer Reviewer from Leicester, says:

"We really enjoyed developing 'Promoting Our Voting', so it was fantastic that we could update and reissue it for the 2017 election. Voting is such an important right and requiring support should not exclude you from taking part in elections. It is fantastic to know that lots of people used this guide and that it helped them to get involved in the election."



PROMOTING OUR VOTING

Community Integrated Care's Peer Reviewers developed a special publication, sharing their advice to people who work in the social care sector on how to support people to participate and vote in the 2017 General Election.

Peer Reviewers are people supported and employed by Community Integrated Care, who help ensure that the voice of the people we support is always heard loud and clearly.

The 'Promoting Our Voting' guide was developed at a special workshop, where our Reviewers discussed how politics affects their lives and how people can be enabled to vote.

The refreshed document was based upon a guide that the Communications Team produced in 2015, which was recognised with a nomination at the 3rd Sector Care Awards in the Citizenship Award category.



LIFE BEYOND DIAGNOSIS

At Community Integrated Care, we strive to create a more inclusive society.

One way that we support this is by helping to inform, educate and inspire the public, enabling them to see the world through the eyes of the people we support. This was certainly the case when we supported 'Beyond Diagnosis', a remarkable photography project by the leading photographer Tadgh Devlin.

Beyond Diagnosis saw Tadgh team up with MerseyCare NHS Foundation Trust's SURF Group (Service User Reference Forum) and Open Eye Gallery to develop a thought-provoking portrait series, creatively exploring experiences of living with dementia. Community Integrated Care supported this event, sponsoring a special 'newspaper' that was filled with the insightful portraits and the poignant stories behind them. We also shared our insight at a special exhibition in support of the series, which took place at the famous Tate Liverpool gallery.

People supported by Community Integrated Care's Vocational Support Service, which provides supported work opportunities, played a key role in the programme – being employed to distribute the newspapers at community centres, care homes and events across the North West.

Tadgh explains: "It was fantastic to have the assistance of Community Integrated Care in sharing their insight, backing the programme and distributing our newspaper. I'm excited to continue to build-upon this relationship in my future portrait series, exploring dementia."

ON THE SAME TEAM!

For more than a decade, Community Integrated Care has pioneered the development of partnerships between the sports and social care sectors.

From developing accessible sports sessions with Middlesbrough FC, to creating wellbeing programmes with leading Super League teams and enjoying care home visits from the stars of Queens Of The South FC, we ensure that sport and the care sector are on the same side.

This approach can perhaps be seen most clearly in Halton and St Helens, where our charity has formed ground-breaking partnerships with their local Rugby League sides, Widnes Vikings and St Helens RLFC.

Rivals on the pitch, but united in championing inclusion, two of the Super League stars have played a vital role in these partnerships, Widnes Vikings towering forward, Gil Dudson, and St Helens' dynamic half-back, Danny Richardson.

Gil Dudson, said: "I'm really proud to be connected to such a great charity. I've really enjoyed visiting your services and meeting the people you

support. There's always a really warm welcome whenever you visit them, and you can tell that your staff work very hard and love what they do.

"I've loved having the chance to get involved in these programmes"

Danny Richardson adds, "It's been amazing to have the chance to get to know the people supported by Community Integrated Care and to see the brilliant work that their staff do too. I've learned so much from supporting these sessions, and it's given me the chance to experience a different side of life that you don't normally get to see as a Rugby League player.

"It's fantastic to see how much everyone benefits from taking part in the weekly sports and activity sessions with the Saints' community team."



TOP OF THE LEAGUE



Martin McGuigan, Executive Director of Innovation, says:

"Community Integrated Care has developed a truly innovative model for promoting inclusion, wellbeing and community engagement through sport. We are developing exciting plans to scale this approach across England and Scotland, working alongside leading teams and representative bodies in the sports sector.

I am excited by what we can achieve by developing this model over the coming years of our new five-year strategy."



WE CARE!

Colleagues at our head office, Support Services are vital to the delivery of our care and support.

Whilst they might not directly provide support, they are certainly an integral part of our team and feel a real connection to our frontline services. That's why they created the 'We Care Fund'.

The Fund sees Support Services colleagues take part in charitable initiatives and events, to directly give back to our frontline services. With services having the chance to bid for grants of up to £250 from the Fund to further enhance the lives of the people we support, their efforts make a real difference. Meet some of our successful recipients...



Social Saturdays in the North East

The North East Team used their grant to source new venues for engagement and social events, kick-starting a series of regular fun events that are led by the people we support.

AIMs Group Elvis Tribute Night, Glasgow

The All In Mind group (AIMs) in Glasgow holds regular social events and activities for the people we support across the city. The group has encouraged friendship, new experiences and life skill development. Their grant funded a brilliant Elvis Tribute Night for the 61 people who attend the group.

Mount Road's Garden Project

The garden at Mount Road, a service in Sunderland, was transformed with the support of the We Care Fund. Creating mosaics that depict the four seasons and inspirational messages, the garden now has a stunning centrepiece. People supported at the service have also created their own herb garden, offering fantastic fresh flavours for their weekly cookery classes.

Winsford Grange's Beauty Salon

The team at Winsford Grange Care Home in Cheshire developed a wonderful beauty salon in the service. This new facility offers opportunities for residents to socialise, feel special and be treated like queens and kings!

Easter Bonnet Parade

Cluster 26 in the North West planned an Easter celebration, where the people we support put their creative skills to the test by making their own Easter Bonnets! Bringing people together, supporting friendships, and launching a regular schedule of seasonal events, we take our hats off to the team for this lovely idea!

Wakefield's Easter Extravaganza

The team in Wakefield hosted an Easter Extravaganza Event, with a view to holding regular events involving staff, families and people supported. This grant meant that more people could be involved in the celebration and provided brilliant prizes and activities for guests.



WE ENABLE

Others to fulfil their needs
and achieve their aspirations.



Go, GameChangers!

This year, Community Integrated Care's GameChangers programme, an innovative new Employee Forum programme designed to promote the voice of our 6,000-strong workforce, has gone from strength to strength.

The programme has introduced a series of quarterly regional and national employee events, bringing together 70 Employee Representatives from all levels, regions and roles within the organisation, giving them direct access to decision-makers within our charity and the ability to really influence our direction. With full training from ACAS (The Advisory, Conciliation and Arbitration Service), Representatives have the opportunity to regularly review and make collaborative decisions on business matters – from day-to-day issues such as working arrangements, policies and procedures and employee wellbeing, to supporting with organisational decision-making and the strategic direction of the charity.

Danielle Chan, Head of Communications and Engagement, says:

"At a time of unprecedented change within the care sector, the focus on colleague engagement is more important than ever before. To become a leading care provider we must have a well-informed, motivated and empowered workforce, who care about the place they work, and the people they work with and for. We must create a culture where people are personally involved in the success of our organisation and because of this are prepared to 'go the extra mile' because they care.

"It has been inspiring to see the impact that the team has made since their formation, and how things have been taken to a new level this year. Truly, they are changing the game in our charity."



Thanks A Million

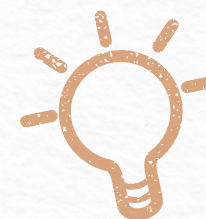
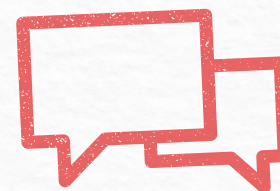
With the insight and support of Community Integrated Care's GameChangers Forum, we have made a £1 million investment into workforce development, recruitment and retention this year.

With uplifts in pay for Senior Support Workers and increased pay rates for under 25s in England, we have aimed to make working in the care sector a more rewarding and sustainable career choice. We have also sought to celebrate the contribution of our colleagues, by creating Long-Service Awards that recognise every five years of service.

This focus has also seen us strive to provide support to colleagues facing challenging times. In April, Community Integrated Care established its first Wellbeing Fund for colleagues who are facing hardship or difficulty. With an initial £100k investment into this fund, which will be linked in the future to our charitable surplus, this represents a genuine commitment to caring for our colleagues.

This support was mirrored by Community Integrated Care extending Life Assurance to all colleagues with more than a year's employment.

These investments reflect our charity aspiring to give the absolute maximum rewards to our dedicated colleagues, in a challenging financial environment. Thank you to our GameChangers, who were key to developing these plans.



THE ACTIVITY ACADEMY

Community Integrated Care's insight in promoting arts, culture and person-centred support in dementia care settings gained global attention, after playing a significant role in developing a new approach to training.

In December 2017, Community Integrated Care collaborated with NHS Halton CCG, Halton Borough Council, The University of the West of England and the Super League team, Widnes Vikings, to deliver an innovative training event called The Activity Academy. The event aimed to develop a new model for training frontline carers in how to utilise creativity and person-centred approaches to improve the lives of people living with dementia.

THE EVENT

The Activity Academy was funded by University of the West Of England, Bristol, and the Arts and Humanities Research Council, as part of the 'Dementia Connect' programme. It was delivered in partnership with FACT (The Foundation for Arts and Creative Technology).

The Academy aimed to explore the impact of bringing together an entire community of frontline care-services, providing them with the training and inspiration in how to support people to lead fuller lives. Working with our local commissioners, Community Integrated Care invited every dementia care service in the borough to participate in the event.

Community Integrated Care also played a major role in delivering the programme, with presentations from its Executive Director of Innovation, Martin McGuigan, and Phil Benson – Manager of the National Dementia Care Awards winning service, EachStep Blackburn. The event also featured contributions from Skills for Care, Live Music Now, House of Memories, Open Eye Gallery, Norton Priory, the acclaimed poet – Terry Caffery, and Widnes Vikings.

RESULTS

With feedback indicating that 100% of attendees were inspired to deliver new approaches to promoting activity, and a post-event analysis demonstrating that all surveyed participating services went on to enhance the support that they deliver, the Activity Academy achieved impressive results.

The impact and insight from the event was shared nationally, with the Academy of FAB NHS Stuff showcasing a special podcast from the day on their website throughout May 2018. This model and the impressive results from the programme were also showcased in a special exhibition at the International Business Festival and will feature in the Royal College Of Arts 2018 Yearbook.

Dr Tim Senior, Academic Research for Dementia Connect, says: "Activity Academy takes on the formidable challenge of improving person-centric care provision through turning to the strength of local communities and organisations. Initial feedback has been overwhelmingly positive, suggesting this approach is a powerful means of enhancing understanding of person-centred support and appreciation of how creative and physical activities can enable care home residents to better pursue their interests.

For us at Dementia Connect, Activity Academy is exemplary of how important it is to support productive, localised partnerships in health."



A CHANGE FOR THE BETTER!

Change can be daunting, but sometimes it leads to opportunities that open up a world of possibilities. That's exactly what happened at Hesketh House, a nursing care service for adults with learning disabilities in Liverpool.

Hesketh House was a much-loved part of Community Integrated Care for over 20 years. However, as the needs of residents changed, it became clear that the model of the service and living environment no longer offered the best possible support. The difficult decision was made to close Hesketh House.

North West Managing Director, Samantha Brennan, tells us how a positive approach has led to outcomes that have exceeded expectations. "Significant change can often feel like bad news for the people we support and their loved ones, but I promised everyone from the beginning that the move would be a positive one. That's a big promise to make, and one I absolutely had to keep.

"We assessed the needs of everyone at Hesketh House, and knew that moving to our existing Support Living services would mean more flexible support in the community they already know and love. Families were apprehensive about moving to a non-nursing environment, and we had to respect that this was a huge change for everyone.

"We're really lucky that our Project Manager, Helen Mathie, took the lead on liaising with families and finding the best possible solution for each person. Helen found the time to get to know people and their loved ones, understanding their needs and concerns. They trusted that she had their best interests at heart.

"Of the eleven people who lived at Hesketh House, nine stayed with us and have moved into our Supported Living services in Liverpool. Over twenty of our staff have also chosen to stay, moving to other services in the area.

"Most importantly though, the people we support are now settled in as tenants in their own homes. Their support is more modern and personalised, and their loved ones are at ease that this decision was for the best.

"We've learned that change can be scary, but if you work hard to stay positive and see the benefits, it might just be the best thing you ever do!"



SIMPLY THE BEST!

With so many dedicated colleagues in our charity, we love to recognise the people who go the extra mile with special seasonal awards and rewards. Meet our Christmas Crackers, Little Acorns, Good Eggs and Summer Stars!



Dan Brown, Project Manager

Dan was celebrated by Quality and Excellence Partner, Moira Guthrie, for his supportive skills in enabling colleagues to benefit from the new Maxtime electronic rostering system.

SUMMER STARS!

Michelle Phillips, Manager, and Liz Irving, Assistant Manager, EachStep Blackley – Clinical Governance Manager, Julie York, nominated this dedicated pair for the exceptional care provided to her neighbour, who had moved into the specialist dementia care home. Julie said that she was 'bursting with pride' to hear of the compassionate care that they delivered.

Maude Charles, Service Leader, South – This frontline leader was celebrated for her positive attitude, warm outlook and dedication to always stepping up when needed by Ali Payne, Senior Support Worker.



Little Acorns



Michelle Ward, Recruitment Coordinator, North East – Michelle's exceptional customer service, and dedication to recruitment and retention, was recognised by Regional Manager, Vicky Martin.

Lesley Barnard, Service Leader, Scotland – This manager's 'kindness, consideration and understanding' has enabled her nominator, Support Worker, Violet Rose, to enjoy her 'perfect job'.



Justine Hughes, Service Leader, North West – Justine was recognised by Regional Manager, Liz Donnelly, for enabling the people she supports and her colleagues to make a real difference and enjoy special experiences, by volunteering. Her services in St Helens have supported The Storehouse Project, a charity that helps people facing personal challenges, by donating food, furniture and household provisions.

A BRIGHTER FUTURE

As we conclude our 30th anniversary, we would like to introduce you to our new five-year strategy, which aims to transform the lives of the people we support and our colleagues and enhance the communities we live in.



COMMUNITY INTEGRATED CARE 5-YEAR STRATEGY 2018-2023

Welcome to Community Integrated Care's new five-year strategy, which aims to transform the lives of the people we support, our colleagues and the communities we live in.

You are invited to join us as we embark on one of the most exciting and important journeys of our 30-year history...

OUR VISION

YOUR LIFE, YOUR CHOICE

WHY DO WE EXIST?

To change lives by delivering world-class support to people with care needs, and by being a leading employer of exceptional people.

This is distilled in our brand promise, where we celebrate the three characteristics that have always been part of who we are:

WE'RE PROUD OF OUR PEOPLE. WE CARE WITH PASSION. WE BELIEVE IN POTENTIAL.

OUR VALUES - THE DNA OF OUR CHARITY



INCLUDE

the people we support, our colleagues, partners and the communities we work in



DELIVER

the best possible outcomes for the people we support, our colleagues and the people we work with



ASPIRE

to be the best at what we do



RESPECT

individual choice and promote inclusion, rights and independence



ENABLE

others to fulfil their needs and achieve their aspirations

We're proud to have thousands of brilliant people working for our charity, who do incredible things every day. If we all come together, we can make these next five years amazing. So, we ask you to be bold and sign up to our pledges.

ORGANISATIONAL PLEDGES - WE DARE TO...

- Challenge the expectations and perceptions of the social care sector by delivering world-class support and ambitious models of care
- Enrich the lives of the people we support, their loved ones and the communities we work in
- Ensure that our colleagues, customers and communities receive the best support from Support Services
- Champion the amazing people who work in the care sector, to enable them to make the most of their talents
- Speak up for those whose voices aren't always heard and challenge discrimination
- Be brave and imaginative in finding new ways to make the world a better place
- Bring our goals to life by investing our resources in our colleagues, customers and communities

HOW WE WILL GET THERE

STRATEGIC PROJECTS

Community Integrated Care has six key focus areas that support us to make our vision a reality...

1) Culture – We have huge ambitions to achieve a really positive culture at Community Integrated Care – one that we can all be proud of. We will be clear on what it means to be part of our charity, so that you know what is expected of you and what you will get in return, and that ultimately, this feels like a really great place to work, for everyone.

2) IT – Technology can improve communication, make work simpler, support training and give greater independence to the people we support. We will improve frontline technology, and ensure that colleagues have the right skills to make the most of it.

3) Business Development – As Community Integrated Care grows, it can change the lives of more people and generate new income to invest in the charity. We will focus on securing new business opportunities and building relations with our commissioners who can support us to grow.

4) Learning & Development – Our people are key to our success. We will improve our ability to recruit and retain talented colleagues by delivering a better induction experience, improving learning opportunities and ensuring that we support

our leaders and future leaders to develop.

5) Quality – We strive to be the best care provider possible. We will focus on standards of excellence that become second nature across our organisation.

6) Charity – Community Integrated Care is a charity, and charities exist to make a difference. We will find new ways to bring our charitable principles to life and positively impact the communities we serve. This will include investing in partnerships, volunteering and fundraising.

OUR SUCCESS FORMULA

These are the five things we know we have to get right to achieve our ambitions...

1. Quality – Delivering highly personalised care and safe working conditions so that we achieve 'good' or better in all CQC/CI inspections.

2. Workforce – Retaining over 80% of our employees through effective, consistent training and

promoting a great employee experience.

3. Annual Surplus – Achieving our target surplus of £10 million to be reinvested in our colleagues, customers and communities.

4. Growth – With a commitment to enabling the people we

support to lead the best lives possible, Community Integrated Care will grow to support 10,000 people.

5. Culture – Colleagues working for Community Integrated Care will feel part of one team, where everyone can make a difference.

WHAT WILL SUCCESS LOOK LIKE?



- 1** £200m Turnover
- 2** £10M surplus reinvested into communities, people we support & colleagues
- 3** Support 10,000 people
- 4** Top quartile provider quality scores
- 5** Top 3 employer of choice
- 6** Top thought leader and influencer
- 7** 5% of income from charitable donations

THE POWER OF THREE

This greater growth, stability and success will make sure our charity has better financial performance. Because we all have a stake in the success of Community Integrated Care, we will invest our £10 million surplus three ways:



Support colleagues through improved frontline services as well as areas such as training, support and championing the role of Support Workers in society.



Develop new models of care that improve outcomes for people we support, such as introducing assistive technology and community facilities.



Identify ways to better support the communities in which we work through local partnerships, investing in technology and supporting local resources.





FINANCIAL RESULTS

The year ending March 2018 saw Community Integrated Care recover to a position that now enables our charity to invest for the future.

	2017-2018 (£'000)
Income	£119,661
Expenditure	£119,665
Deficit	-£4

The financial year 2017-18 saw the organisation make a significant improvement on the previous year when we recorded a deficit of £2.3m (2017).

With our investment in a new five-year strategy we now feel confident that Community Integrated Care is in a healthy position to grow our services sustainably.

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Thank you for taking the time to read our Annual Review. Whatever role you personally play in our community, we are grateful for your interest in and support of our charity.

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