



Strode Park Foundation Strategic Review and Business Plan 2019/2022



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Our mission

Strode Park Foundation - Caring since 1946

An independent voluntary organisation and registered charity working to provide high quality services to meet the changing and individual needs of people with disabilities.

We promote independence, well being and choice throughout our care services, enabling people to live life the way they choose.



Introduction

The aim of this strategic business plan is twofold. It is a tool to facilitate prioritisation and the allocation of resources and it provides a framework of tangible goals that will serve as a reference to measure Strode Park Foundation's success in fulfilling the mission of meeting the needs and wishes of people with disabilities.

The plan is presented in 4 main sections. The first section offers a review of the Foundation's achievements during the last three years and notes progress towards the targets set by the Council of Management and the senior management team. The second section provides a brief overview of the major driving forces shaping the health and social care sector both locally and nationally. In particular this section highlights the on-going challenges that Strode Park Foundation must overcome in order to continue to provide top quality services for people with disabilities.

Section three of this plan outlines 10 broad strategic objectives aimed at improving and expanding care services or strengthening Strode Park Foundation's financial base. The budget approved by the Council of Management for 2019/20 is designed to facilitate the achievement of these strategic objectives and a summary of this budget is presented in the fourth and concluding section of this plan.



Review of achievements



The starting point for the Strode Park Foundation (SPF) three year business planning cycle is a review of the progress made during the previous period.

Despite on-going 'austerity measures' imposed by central and local governments and an extremely challenging financial climate, the charity has continued to grow during the last three years. The average number of staff employed rose from approximately 350 in 2016 to almost 400 in 2019 and financial turnover increased by 18% from £7,966,211 in 2015/16 to £9,416,790 in 2018/19.

However, more importantly, whilst sustaining these impressive levels of growth, Strode Park has remained committed to providing the highest possible standards of care and support in both the well-established services and new services. This commitment is demonstrated by the following summary of just some of the Foundation's achievements during this period:

- In June 2016, the Foundation opened the newly constructed hydrotherapy pool which greatly enhances relaxation and therapeutic opportunities available to Strode Park House and the ReAbility service users. The construction of this well used facility was made possible by the generosity of the donors who contributed to the £320,000 fund-raising campaign.
- Simultaneous to the construction of the hydrotherapy pool were improvements to Strode Park House including reducing the gradient and widening a corridor to improve wheelchair accessibility and the redecoration of the main dining room.
- In November 2016, SPF concluded a long negotiation process with Kent County Council (KCC) and successfully established an appropriate fee rate for residential placements. The fee increase was back-dated more than two years to August 2014.
- In October 2017, SPF successfully tendered to be included in KCC's Community Day Opportunities framework

- After a fundraising campaign approximately £30,000 was invested into improving the décor and accessibility to one of the main lounges in Strode Park House.
- Also in 2017, the RISE service was enhanced through the acquisition of specialist equipment to provide therapeutic stimulation for people with very complex disabilities and, for some, a unique means of controlling or influencing aspects of their environment including sounds, fragrances and lighting.
- In January 2018, Strode Park Foundation was contacted by the trustees of Fynvola Foundation, a Faversham based charity that owned and managed Lady Dane Farmhouse (LDF) which is a care home for people with disabilities. The Fynvola Foundation Trustees were concerned that LDF was not viable as a standalone service and had contacted SPF for advice and support. Consequently, SPF senior managers designed and implemented a successful recovery strategy for LDF and the management and registration of the service were transferred to SPF in October 2018.

As part of this rescue package SPF also took on Fynvola Foundation's assets and liabilities.

Since SPF took over the management and ownership of LDF the service has gone from strength to strength and it is extremely gratifying to note that the home is now financially stable, that the jobs of the staff employed there have been saved and, most importantly of all, that it continues to provide a much needed and appreciated service for people with disabilities.

- In March 2018, renovation work on the North Lodge was completed to ensure that this supported living facility was fully accessible for individuals using the largest and most modern electric wheelchairs.
- In April 2018 the charity invested in an electronic care planning software system PCS for Platters Farm Lodge. PCS supports better and more comprehensive record keeping and speedier access to data (including client health, dietary and hydration information) and provides an accurate record of the time and type of staff support provided for each resident. All of these facets have played a part in ensuring that the service at Platters Farm Lodge continues to improve. In fact, the PCS electronic care planning system has been so effective at Platters Farm Lodge that it will be implemented at SPF's other residential services in 2019.

- Also in 2018, management and staff at Platters Farm Lodge worked closely with Medway CCG to pilot an innovative information sharing and practice partnership between the home and a GP Practice. Data from the first 6 months suggests that this new approach with an emphasis on improved communications has had a very positive impact and has facilitated a significant reduction in hospital readmissions.
- In June 2018, the hydrotherapy spa and physiotherapy suite was enhanced by the creation of an adjoining and specially design sensory garden.
- New wheelchair accessible premises have been rented for the Tankerton Charity shop and following a refit the new shop opened in September 2018.
- In February 2019, SPF successfully tendered for a KCC 'Home Care' contract for the Canterbury and Coastal area.
- During the last three years SPF has continued to invest in staff training and development. Particular highlights have included:
 - the implementation of NAPPI (Non Abusive Psychological and Physical Intervention) and ESTHER model techniques and training and a number of staff achieving Level 3, 4 and 5 Health and Social Care Diplomas
 - the attainment of IOSH (Institute of Occupation Safety and Health) and NEBOSH (National Examination Board of Occupational Safety and Health) Diplomas by the Facilities Manager and the H&S Quality Lead.
 - a number of internal promotions including two Registered Manager positions and one Deputy Manager post
 - a successful, albeit small-scale, apprentice scheme
- Governance of the charity has been strengthened further through the appointment of new members of the Council of Management with particularly relevant knowledge in health economics, law, medicine and pharmacy.
- In each of the last three years the Foundation has reported a sample financial surplus that has been reinvested into the service.

- Between 2016 and 2019 SPF successfully retained a number of prestigious, externally validated quality assurance accreditations including:

Disability Confident Committed
Investors in People
ISO 9001
ISO 50001
NHS approved Certificate of Health and Safety Compliance
The Contractors Health and Safety Assessment Scheme

The achievements noted above would have been more difficult to achieve without the continued support of dedicated local politicians and particularly the Herne and Broomfield Parish Council, KCC Councillor Alan Marsh and Sir Roger Gale MP.

Strode Park Foundation also remains immensely thankful for the on-going respect and affection of local people and is proud to report that during the last three years it has been selected as the 'Charity of the Year' by the following organisations and businesses:

Furley Page solicitors
Parry Law solicitors
Herne Bay Rotary Club
Thanet Inner Wheel
Lady Mayoress of Canterbury
Parker Steel
The Copper Pottle
Kent Police Male Voice Choir
The Oysterman Triathlon
Kent Messenger Group (Care Charity of the Year – 2016)
Superior Care
Herne Bay Football Club
Sainsbury's (Whitstable)
Canterbury Lions Club



The Health and Social Care Environment



'The state of health care and adult social care in England report 2017/18' published by the Care Quality Commission (CQC) highlights two main on-going problems facing the sector; workforce problems, and funding shortfalls. Both of these challenges have impacted on Strobe Park Foundation during the last three years and continue to do so as the charity plans for the future.

Workforce problems have a direct impact on people's care and a sufficient number of suitably qualified, knowledgeable, caring and empathic staff is a vital ingredient for all good care services. The CQC and the Association of Directors of Adult Social Services have both reported that staff turn-over rates and vacancies have increased significantly particularly in home care services and residential services. A number of reasons have been identified as contributory factors to these trends including:

- Increases in the National Minimum Wage and National Living Wage which has eroded previous positive pay differentials between care work and jobs in the retail sector including labour intensive checkout and shelf stacking work
- The introduction and widespread use by Local Authorities of cost and price modelling systems that assume pay rates at the NMW rate
- The erosion of unsocial hours premiums (e.g. enhanced rates of pay for night and weekend work)
- An aging working population
- A more geographically transient labour pool

The funding challenges of recent years are also well known and, despite a Government announcement of an extra £20.5 billion for the NHS by 2023/24, there has been no comparable commitment to address the short-fall in funding for community based Local Authority commissioned services including home care and residential care. The funding crisis has undoubtedly been a factor in the notably increase in care home closures both locally and nationally.

A further consequence of this underfunding from statutory authorities is that many providers are now refusing Local Authority contracts for home care and residential care and focussing on developing a portfolio of private clients who have the means to pay above the local guide prices set by social service departments. This is particularly the case for organisations that are supporting elderly clients.

However, irrespective of the ethics of differential pricing structures for private or publically funded clients who are receiving the same service, this is not a strategy open to Strode Park Foundation because the long-term conditions and disabilities of the people we support have generally precluded them from amassing the savings and assets that would otherwise be used to fund their care.

It is difficult to envisage a major improvement to the funding and staffing challenges in the health and social care environment in the next couple of years. Despite this context Strode Park Foundation has identified a number of strategic objectives aimed at ensuring the best use of available resources, the improvement of current services and the development of new services whenever this can strengthen the charity's care portfolio and/or financial security. These objectives are outlined in the following section of the report.



Strategic Objectives 2019/22



Objective 1

To develop the full potential of Lady Dane Farmhouse as a high quality residential care home and significant contributor to SPF's mission and finances.

Objective 2

To review and determine the role and appropriate contribution to SPF of Platters Farm Lodge in the context of a potential reduction in the volume of Medway Council block contracted beds.

Objective 3

To engage in an on-going review of SPF's land assets and, subject to satisfactory financial offers, to implement the previously agreed disposal strategy in relation to the Redwalls' garden area, the land adjacent of Orchard Court and the Orchard Court freehold.

Objective 4

To reduce the proportionate expenditure on agency staff through the implementation of the agreed recruitment and retention strategy, to continuously monitor the impact of this strategy and, if necessary, amend the strategy in response monitoring information.

Objective 5

To submit a financially viable and successful bid for the Kent County Council physical and learning disabilities care home tender (2019).

Objective 6

To review and determine the role and appropriate contribution to SPF of neuro-rehabilitation services.

Objective 7

To develop further the service user advocacy roles and to facilitate strengthened service user input into the management and oversight of the services including more frequent involvement in staff recruitment processes.

Objective 8

To consider emerging opportunities for joint working with other care providing charities that could lead to an expansion or improvement in SPF's care provision and/or a strengthening of SPF's financial position.

Objective 9

To develop an effective Employee Wellbeing Strategy and create a working environment where our staff can achieve their full potential for the benefit of themselves and SPF.

Objective 10

To continue to work towards the best possible outcomes from regulatory and quality assurance accreditation including CQC, Ofsted, International Organisation for Standardisation, The Contractors Health and Safety Assessment Scheme, Investors in People and Environmental Health certificates.

