



Hutchinson Care Homes

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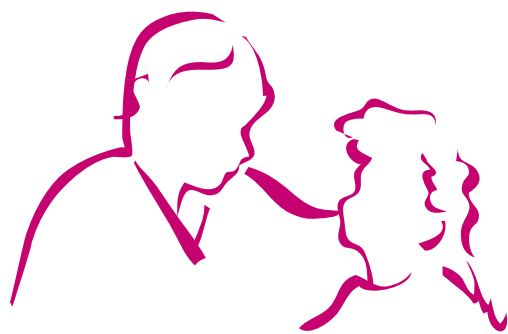
People Who Care

ANNUAL

REPORT 2017

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WELCOME TO THE FIRST PUBLISHED ANNUAL REPORT OF HUTCHINSON CARE HOMES.

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PRINCIPAL ACTIVITIES

The principal activity of Hutchinson Care Homes is to provide care services to older people within the geographical location of South Antrim.

Through a focus and commitment to quality and continuous improvement, and with the simple but firm values of respect, caring, integrity, and inclusion, the business has been able to build up an excellent reputation throughout Northern Ireland.

Whilst the department of health (DoH) N. I. has a statutory responsibility for the provision of Nursing and Residential Care for people in Nursing Homes, in the main it contracts these services out to the private and voluntary sector via local Healthcare Trusts.

Our services include a range of specialist dementia, palliative, intermediary and domiciliary care.

THE BACKGROUND TO HUTCHINSON CARE HOMES AND SIGNIFICANT DATES

- 1990** Clonlee Nursing Home, was established in 1990 in Antrim by the local Hutchinson family initially in the structure of ‘partnership’ and two of four of the original family members are still actively involved as directors. This was a purpose built facility accommodating 25 patients.
- 1992** Clonlee was extended to a 45-bedded facility to satisfy market demand for nursing care services to the local elderly population.
- 1997** Having conducted market research and consulted with Health Trusts the family expanded the business to develop Massereene Manor, a 50-bed specialist dementia unit comprising of 4 separate units.
- 1997** In the same year and also on the Massereene Manor site, the family converted a house (which was part of the property) into a childcare Day nursery, Jolly Tots.
- 2002** A purpose-built unit was constructed at Jolly Tots to accommodate the growing market need for pre-school and after school care. The original house was converted to suit the care of babies.
- 2005** An opportunity arose to take over a similar business operating two nursing Homes in the neighbouring town of Randalstown. A Limited company, (Hutchinson Care Homes) was formed in order to facilitate the Partnerships acquisition of ‘Drummaul House Limited ‘as a subsidiary company.

THE BACKGROUND TO HUTCHINSON CARE HOMES AND SIGNIFICANT DATES

- 2011** A extension to services at Massereene Manor with the 24-bed unit, Adeleine House created up to the minute facilities for people living with dementia and also reorganized and upgraded existing laundry and kitchen facilities.
- 2013** The acquisition of 2 fully operational Nursing homes, Clareview and Ballyclare, in the town of Ballyclare, County Antrim provided 71 additional nursing beds to the group. Both homes underwent systematic renovation to bring them up to Hutchinson standard.
- 2014** Extension and upgrade at Clonlee Nursing home - significant works creating en-suites additional living space and increasing bed capacity to 53 places.
- 2014** Diversification into a bespoke domiciliary care service to meet expressed demand and to complement the existing range of care and nursing services already provided by the group. 'Hutchinson At Home' would support and enable people to maintain independent living at home and link to the Department of Health's objectives within its strategy document 'Transforming your Care '.
- 2016** The acquisition of Antrim Care Home in February 2016 was made when another Care home group announced that, due to financial difficulties the home would close.
- 2017** An Intermediary Care unit was established at Antrim Care Home and a contract was secured with the local Trust to provide this service for 18 people within the 50-bedded home

2017 BUSINESS REVIEW

QUALITY PERFORMANCE

Hutchinson Care homes is an innovative and progressive company, committed to providing the highest quality care across its activities.

If we stand still we will not be able to go anywhere. We are always trying to take the company forward.

NAOMI CAREY - DIRECTOR

We consider industry benchmarking and continuous improvement frameworks as important in helping achieve standards above those required by the regulator.

There is a culture of looking to best practice and there is a good system for sharing and learning from complaints and incidents.

We are ultimately committed to sustainability for our organization so that we continue to be leaders in our market, and so that we can provide security and the most favorable terms possible for our dedicated staff.

The group achieved Investors in People Silver in 2017. The group was the first Nursing Home in Northern Ireland to be awarded the European Framework for Quality Management, EFQM (4 Star) in 2107.

MANAGEMENT STRUCTURE

To secure the sustainability of the business during consistent organizational growth we have seen the need to align and enhance the management structure.

A new role, Group Operations Manager, has been created and will support the directors in growth and development of the business. This role also serves to offer home managers leadership support and responsive guidance on operational aspects of all services.

Eddy Kerr joined Hutchinson Care Homes Limited this year and has 30 years' experience in the care industry. His role is to support the directors in facilitating the current home managers to deliver a high-quality service to all our clients and stakeholders. Having worked as a manager in residential care for the elderly and learning disability clients Eddy has also been a regional manager within the charitable and private sectors.



As a former two-time chairman of IHCP Eddy is passionate about ensuring a high standard of care is provided at all levels within the sector but in particular at HCH. Eddy believes strongly in a collaborative approach across all stakeholder agencies and users to ensure that the standards expected are achieved and exceeded when possible.

When not at work Eddy is a keen follower of local sports and is seen most Saturdays watching Irish League football. Other interests include playing trombone and attending the theatre.

FINANCIAL PERFORMANCE 2016 /2017

In order for us to compete in our business we recognize that we must remain financially strong.

We believe that this is largely dependent on our ability to create an environment where we have consistently satisfied customers and positive staff who can enjoy their job.

The acquisition of Antrim Care Home contributed substantially to the continued growth in turnover however the Group incurred significant spend to ensure the facilities were brought to a level consistent with that of the existing portfolio. This meant that a corresponding increase in profitability was not reported for the year.

Having initiated a business improvement programme including extensive refurbishment, directors anticipate the home to make a substantial contribution to profitability in the coming year.

The Group continues to invest heavily across the portfolio to improve care services for residents and this is reflected in high occupancy rates across all homes.

Relying on agency cover to complement staff teams has become a sector wide necessity. Measures to mitigate this have been implemented across the Group and it is anticipated that agency staffing levels will decrease gradually during the year, facilitating improved profitability.

Cost control management procedures and systems operate at all levels of the business.

CHALLENGES FOR THE GROUP

The increasing frailty of older people currently being referred to our homes and their resulting dependencies present a significant risk of costs outweighing revenues. Best practice requires the group to provide additional care hours to ensure standards are met.

We continue to operate in a very challenging business environment where the HSCB's regional care rate falls well short of the true cost of care for older people living in Nursing homes. Against this backdrop we must plan for a living wage as this goes some way towards recognising the professionalism and dedication of our care staff.

The Brexit decision has created significant uncertainty for our existing European staff and for future European recruitment which plays a vital role in providing stability within our homes.

Nurse shortages in general have been identified nationally, as a serious issue across our sector and also the public sector. Nursing Agencies with prohibitively high costs currently have a stranglehold on the industry pending workforce planning measures coming through.

BUSINESS DEVELOPMENT

Our new management structure has allowed us to develop new and more meaningful ways of improving communication and collaboration within the management team.

A major piece of work involving all of the home's managers and management team has meant that all our policies have been aligned throughout the group to create consistency.

Our supervision and appraisal system were completely revised with all levels of staff being consulted.

In 2017 Hutchinson Care Homes signed a contract to provide 18 Intermediary Care beds at the newly acquired Antrim Care Home.

A six-month pilot partnership with NHSST at Drummahaire House, to care for people with Delirium, provided valuable experience and learning for the future development of this specialized service within the group.

CONCLUDING REMARKS

It is evident that political and economic uncertainty will continue to impact on our services during the immediate years ahead.

With our commitment to achieving high standards and our unique configuration of resources and competencies, we can continue to confidently say "rest assured, you're in good hands".

Our plan is to increase profitability and to continue to invest and grow by building and profiling an easily identifiable brand associated with quality care for the elderly, whilst anticipating and responding to our sector's constantly changing environment.

Sincere thanks on behalf of the directors to our management team and to all our staff. We are so proud of the commitment, hard work and response to the many challenges and changes presented in the course of their daily work. Their support is always appreciated.

Prepared by The Directors of HCH Group



FINANCIAL SUMMARY

The information below is a brief indication of the revenues, significant expenditure and outcomes for the year reported on.

Simple Financial Summary

	2017	2016
	£	£
Turnover	11,026,512	9,354,446
Staff Costs	7,975,563	6,392,721
Profit Before Taxation	463,837	450,388

Independent audit of the accounts has been undertaken for the group and these are available as per requirements of the Companies Act 2006.

KEY EVENTS DURING REPORTING PERIOD

Long Service & Retirements

During the year, two long standing managers with almost 50 years of service between them stepped down from their posts. Olive Hall retired from Massereene Manor after 20 years with HCH and Harriet Dunsmore retired from Ballyclare after 29 years of service and having been the only manager the home has ever had.



The celebration day for Olive Hall and her service to HCH



Long Service Award with Harriet & Ruth Downie



A Group of staff from Clonlee who celebrated 10 or more years' service

At Hutchinson Care Homes we believe it's all about our people. The people we serve and the people we ask to serve. Our success as a business relies on these people being happy receiving our services and delivering services on our behalf. We invest heavily in our staff and believe that in return our clients and residents benefit from this.

We recognized over 80 staff with long service of 10 or more years and almost 20 of these had service of 20 years or more. Valued people delivering a valued service to valuable customers.



Investors in People - Across the group we achieved Silver accreditation

KEY EVENTS DURING REPORTING PERIOD



Dorothy & Noby – our new team in Ballyclare



Even TV personalities want to be part of HCH



The highly acclaimed Hutchinson at Home Team



Visitors from Sweden join us on a visit to several of our Homes

AND WHAT OUR CUSTOMERS SAY...

"staff were always caring, friendly and when appropriate, aided by a sense of humour"

"The staff were always polite and I felt anything I wanted for mum was not a problem....my mother always appeared clean and tidy and very content"

"Mum's stay was very comfortable - this was due to the attention and care that she received. The staff were kind, patient, pleasant and spent time with mum....I left each day knowing that mum was safe and happy"

"The food was good.... I was treated very well and have no complaints"

"mum's holiday home" - thank you so much for caring so kindly for mum. You were so particular in attending to her every need. You treated her as a real person and got to know her by becoming friends"



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