

# Care Dorset Shareholder Committee – 5 December 2023

## Report from the Board of Directors Chair

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Title: Acting Managing Director  
Date: 13 November 2023

### Brief summary

This paper is submitted to the Shareholder Committee to provide an update on matters relating to the operation of Care Dorset since the last meeting in May 2023.

The key points are:

- A. The improvements to the quality of care and support has been one of the primary focuses and this has been achieved against a backdrop of a large transfer of colleagues and an unhelpful handover of third-party contracts from the previous provider.
- B. Care Dorset has grown and accepted new work from Dorset Council. This has included the reablement beds and an extra care scheme. This has required additional investment but over time will unlock value for the shareholder.
- C. The staffing position is such that there are more colleagues now than at the point of transfer and this has in turn improved contract productivity. The retention piece has been unpinned by improved pay but has created pressure on the contract to uplift (along with the inflationary challenges).
- D. There has been a need to invest in driving up quality. It is also important to note that the cost of change in the early years to build greater shareholder value over the course of the next five years. The organisational strategy that is being developed will seek to grow the organisation and respond to Dorset Council's commissioning strategies.

A greater level of performance data is included within the annual report.

### Overview

1. As part of our strategy development work, we have agreed upon a vision and mission for Care Dorset.

- 1.1. Our vision is “**A world where people can thrive**” conveys our ambition to have a society in which individuals have the conditions, opportunities, and support to lead fulfilling, successful and meaningful lives.
- 1.2. Our mission: “**Delivering excellence in high quality, safe services, driven by informed, passionate colleagues and inspired by continual improvement and positive impact**” articulates our commitment to providing outstanding services, going above the minimum requirements and standards and this is underpinned by our commitment to safety. Here at Care Dorset, we know that our colleagues are critical to our shared success. We also commit to continual learning and growth. We won’t settle for the status quo, and we are motivated to constantly find ways to improve services, processes, and outcomes. Finally, we want to have a positive influence and impact on the people we support, their families, our colleagues, our stakeholders, and our communities.
2. While the recent departures of the Managing Director and Director of Operations were relatively sudden, Care Dorset has proven to be a resilient organisation with the delivery of care and support being unaffected by the changes in personnel.
3. Care Dorset is pleased with the relationships it has been able to nurture with Dorset Council colleagues.

## **Performance against business plan**

4. Focus on quality
  - 4.1. Care Dorset’s improvement journey continues across all locations and has involved bolstering the number of internal quality partners, responsible for undertaking internal audits, by an additional head which brings the total to three.
  - 4.2. The internal quality ratings – based on the Care Quality Commission’s (CQC) inspection framework demonstrate that Care Dorset is making positive progress.
  - 4.3. Care Dorset has recruited three new registered managers, two of which are internal promotions and means that Care Dorset has a full complement of managers across its registered locations.
5. Growth
  - 5.1. Care Dorset submitted a proposal to operate Dorset Council’s current in-house shared lives service. The outcome of our proposal is awaited but Care Dorset stand ready to progress the transfer should this be agreed.
  - 5.2. Care Dorset has been supporting Dorset Council with its surveying of individuals who access day opportunities. This information will help inform the strategy for day services going forward.

## 6. Building capacity for the future

- 6.1. Care Dorset has invested in a new accident, incident and safeguarding system provided by RADAR. This was implemented on 1 August and continues to be embedded in the daily routines of the workforce.
- 6.2. The new learning management system which replaced a poor system inherited from the previous provider will go live in late November. This will enable colleagues to benefit much improved content and overall experience for undertaking their core and essential training.
- 6.3. Care Dorset are also investing in a project management office to ensure that it manages all the various projects and programmes of work in a systematic manner.
- 6.4. The workforce has grown over the course of the last year and Care Dorset has increased its workforce by 65.6FTE. Workforce turnover for the year ending September 2023 was 17.36%, almost half the sector average. The workforce increase has contributed to the ability to grow the number of hours of reablement and bed occupancy.

## 7. Key roles

- 7.1. There have been some personnel changes within Care Dorset. Having successfully transferred the business and spearheaded Care Dorset's development and growth over the past 12 months, Steve decided it was the right time to move on and subsequently left at the end of September.
- 7.2. Emily Denham, Director of Operations left at the end of September to pursue other opportunities.
- 7.3. Consequently, Chris Best, having been deputy Managing Director and Director of HR and Organisational Development took up the role as Interim Managing Director. Ally Prince who was the Director of Performance and Strategic Development has taken up the role of Director of Operations & Quality.
- 7.4. Sally Longman, Executive Assistant has been appointed into a newly created role of Company Secretary.

## **Progress against reablement innovation agreement**

8. The 32 reablement beds across the three sites, The Hayes, Castleman House and Castleman Plus are proving to be a valuable resource for the system. The acuity of individual has become steadily greater than at the start of the beds going live at the turn of the year. This demonstrates the role Care Dorset is playing in supporting hospital discharges.
9. Since the beds came on stream at the beginning of December 2023, 147 people have been supported.

10. The average stay in a reablement bed is 23.11 days / 3 weeks. The number of people who had their package of care reduced after having been in a reablement bed and a period of community reablement was 56.
11. Care Dorset estimates that the reablement beds have released 2860 bed days for health partners.

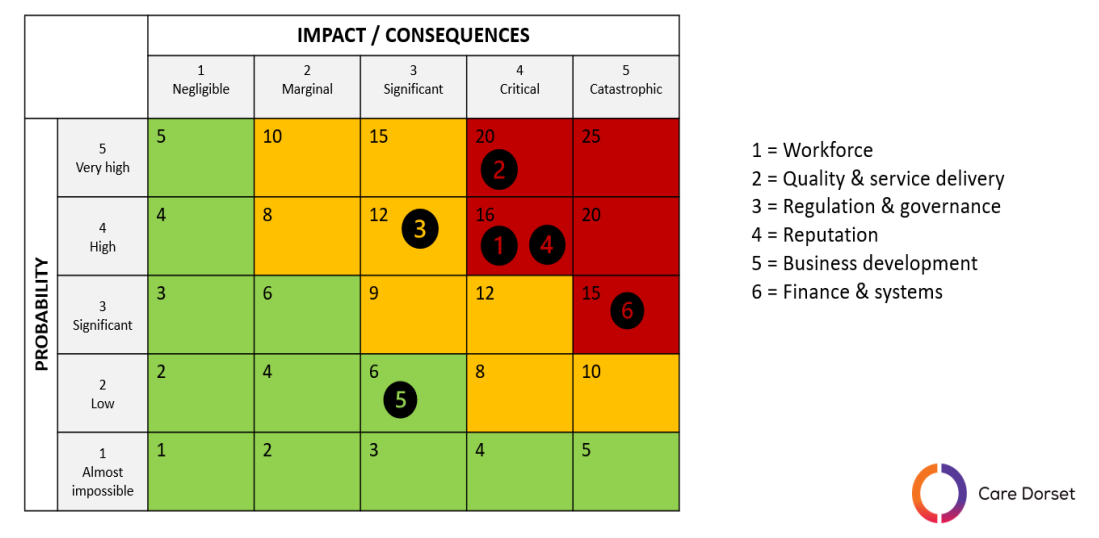
### **Finance performance and accounts**

12. There have been some financial challenges during the current year which are as a result of the need to make additional investment to address the quality of transferred services as well as the sub-optimal transfer from the previous provider, including third party contracts. Additionally, Care Dorset are implementing the nationally agreed pay award backdated to April 2023. The unit rate increases for gas and electricity have also added to these challenges.
13. The delay in the St Martin Extra Care scheme means that Care Dorset is incurring costs, but revenues will not come on stream until 2024. Discussions have taken place with Commissioners to mitigate the effects while ensuring the Scheme is able to commence to the revised timetable.
14. Care Dorset has benefited from the £3m of income relating to the Reablement Beds.
15. The balance sheet has strong cash flow, and this allows Care Dorset to manage its solvency. It is forecasted that cash flow will remain positive if negotiations on a contract uplift is successful.
16. Discussions on a contract uplift are underway and continuing.

### **Strategic risks**

17. The strategic risk register is reviewed monthly by the Executive Team and by the Board of Directors at each of their meetings.
18. While the overall risk ratings remain unchanged – as shown in figure 1 – there have been improvements in reducing the number of red risks within each of the strategic risk areas. There has been a 50% reduction in the number of red risk areas.

Fig.1 : Strategic risk ratings



19. There is work to be undertaken to stress test the risk register. The Quality Partners will be providing support for this activity which will take place in early 2024.

### Strategy development

20. Work is underway on the development of the Care Dorset strategy for the period April 2024 to March 2029. While the strategy is in its embryonic phase, there is clarity that it will be one focused on growth.
21. The strategy will respond to Dorset Council's commissioning strategy, particularly in respect of supporting people to stay at home for as long as possible.
22. Care Dorset will be carrying out a period of involvement and engagement with people we support, their families and colleagues between mid-November and January. Feedback received will provide valuable insights to support the enabling aspects of the strategy.
23. The strategy will be submitted to the Shareholder in late February 2024.

### Other relevant matters

24. Discussions are continuing with Dorset Council's property team on the revision of the occupation agreement which will resolve outstanding matters concerning rent arrears and the ongoing repairs and maintenance.
25. The remedial required to address the defective fire doors across the estate continues.

ENDS.