



National Care  
Group



## Quality Account 2019/20

**your potential plus  
our commitment  
changes lives**



Passion | Empowerment | Respect | Collaboration

# Welcome

I am delighted to present the first National Care Group ('NCG') Quality Account to you.

2019/20 was in many ways a transitional year for us as we set about bringing together the many parts of the organisation so we could establish a common purpose and set of values.

The changes we have implemented are now embedded and will start to drive us further forward in future years to improve what we do.

Indeed, we are already very proud to see our Affinity Supported Living service in the North West of England be rated as 'Outstanding' by the Care Quality Commission. Achieving the highest standards possible will be the ambition of all our services in the future.

This report serves only as a snapshot of the work of the many dedicated staff working across NCG and I would again like to thank them for all that they achieved throughout the year.

NCG is driven by a passion to put the individuals it supports at the centre of what it does and to make changes in the way things are done.

We will work tirelessly to innovate, inspire and encourage the potential of those we support and our colleagues.

James Allen,  
Chief Executive Officer



# An introduction to National Care Group

NCG was created as an organisation which would be focused on delivering high quality community-based support and accommodation for adults with additional and complex needs across the UK.

## NCG grew out of a vision to create a new organisation...

Free from restrictive historical and structural boundaries



Approaches service delivery flexibly



## Helping us to be regarded as one of the best and most trusted providers in the specialist care sector

### Key to achieving this vision we have...

Established a supportive and expert national infrastructure to oversee and support a network of local services



A determination to enable individuals to live more meaningful lives within their community



A commitment to working collaboratively to help commissioning authorities reduce costs by creating more appropriate and cost effective support solutions



An ongoing commitment to invest in our network of services to improve the offering provided



Initially driven by the acquisition of a number of well-established local providers, NCG now supports over 1100 individuals with complex additional needs arising from...

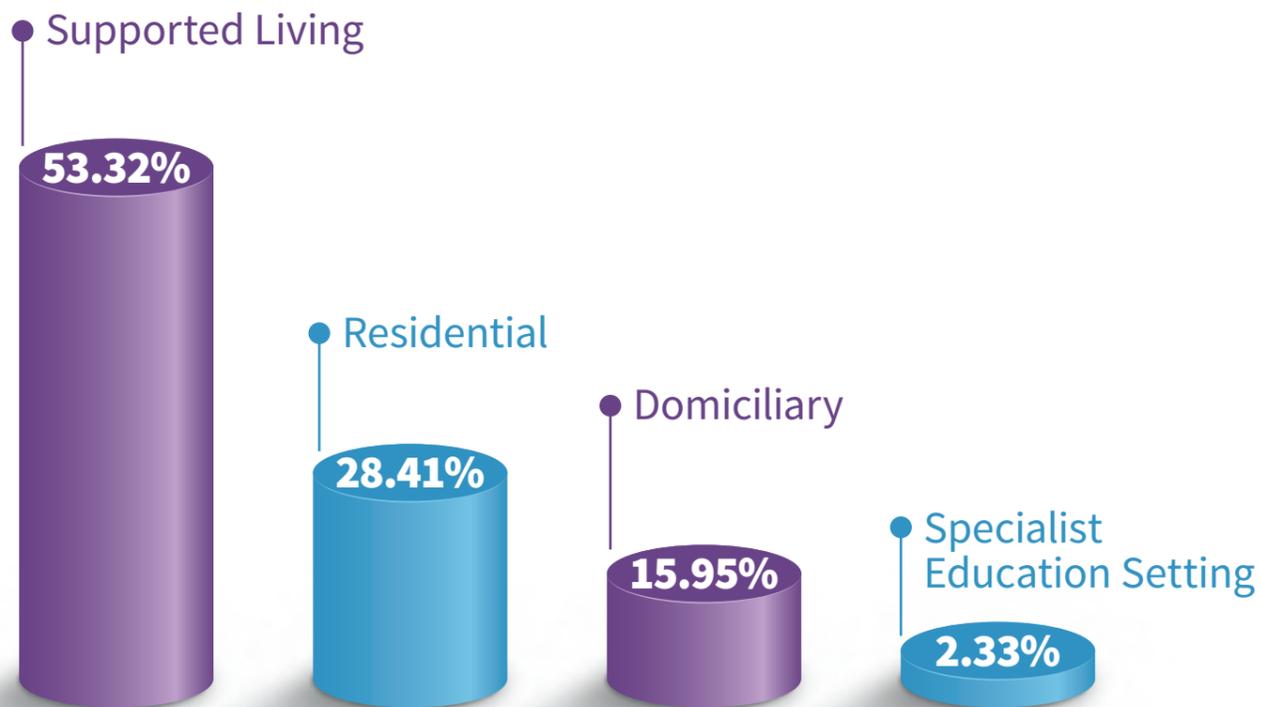
- Learning disabilities
- Mental health
- Autism
- Acquired Brain Injuries

Support is provided in a range of supported living, residential, domiciliary, educational and dayservices across England and Wales.

Settings are either leased through a third-party housing provider or in accommodation owned by NCG itself.

**NCG also operates a number of day services and a specialist college supporting adults and 16-18 year olds to fulfil their potential.**

As of April 2020



## National Care Group Vision, Mission and Values

### Vision and Mission

The NCG mission is consistent with that which supported individuals, their families and commissioners will identify.

The vision and mission of NCG reflects an absolute ambition to be the best provider in the UK and in so doing, a passion to support people to maximize their potential.

NCG is committed to enable all those associated with it, to maximise their potential in whatever way they want and at a pace that is relevant to them.

The vision for the future is consistent with that established on formation of the organisation and remains a relevant and clear statement of intent.

Equally the NCG mission is intended to encompass those working with and within it.

Underpinned by a clear set of values the vision and mission will continue to drive NCG into its next phase of development.

### Our Vision

To be the best and most trusted care provider in the UK

### Our Mission

Support people to maximise their potential in any way we can

## National Care Group Values

Our values govern and drive expected behaviours within and across the organisation



The Vision



Shape the culture



Reflect what as an organisation we value



Are the essence of NCG's identity

Our values will continue to drive the way NCG influences performance, and how it will interact and work with its component parts to achieve results.

The collective behaviours of all employees underpin organisational culture which will enable us to fulfill our vision and mission.

Going forward attention will be given to ensuring our values are...



Clearly understood



Demonstrated by everybody across NCG



Aligned with the personal values of our employees



At the heart of everything we do

To manage our growth successfully...



All local services are managed by an NCG Operational Management Structure



All local services are supported by a range of expert professionals experienced in quality, finance, HR, facilities management and customer engagement



All services seek to engage and listen to feedback



All services focused on continuously improving what they do

## Communication and engagement is key

We continue to build on the valuable work we have already undertaken across National Care Group and its network of local providers to harmonise the ways in which we engage and communicate with our external and internal audiences.

As this strategy enables us to move closer towards creating a unified National Care Group brand we will assess the benefits of consolidating all providers into a single registration (i.e with CQC, CIW, OFSTED)

### Our Priorities for 2020/21

- Improve communication with our stakeholders through the launch of a new website
- Improve communication with our staff by reviewing the NCG Intranet
- Maximise more opportunities to engage with commissioners, individuals, families and loved ones, we support and potential new employees.
- Review use of social media to encourage greater feedback and involvement of services



# National Care Group Conference 2020

The Conference set out the ‘NCG Vision’ and also set out the expectations this would place on those involved with it.

The conference was a great opportunity for those who attended to get to know each other, create a network, share experiences and discuss their hopes for the future.

## Keynote speakers included all the members of our Executive Team:

### James Allen, Chief Executive Officer

James introduced the NCG Corporate Strategy, a road map outlining where we are now and where we want to be.

We would need to be more ambitious, committed and work together in a collaborative way to further unlock potential.

James outlined that there would be some risks that NCG would potentially face if it we did not work collaboratively to deliver its vision and to overcome them. We needed to evidence a culture that focuses on...

**Commitment | Potential | Change**



### Karen Lewis, Chief Operations Officer

Karen’s presentation covered the Respect value and focused on the impact we have on the lives of others.

She talked about the important part leadership played at all levels of the organisation to support the delivery of the ‘NCG Vision’.

She explained the importance of giving individuals a voice and enabling them to unlock their potential to achieve their aspirations.

In relation to financial performance, Karen explained that Investment in 3 key areas would enable more individuals to experience the excellent services NCG provides...

**Environment | People | Growth**



### Mike Cleasby, Quality Director

Mike talked about the NCG value of Passion and how it is a key attribute in driving our quality forward.

Regulatory compliance is a key priority for NCG and Mike spoke about how NCG supports services with a wide number of initiatives including #QualityMatters and the plan to introduce an electronic governance system.

There was also a discussion about when quality and compliance goes wrong and the impact this can have on the individuals we support, staff and the overall organisation.



### Chloé Moore, HR Director

Chloé presented the NCG value of Empowerment and spoke about creating the right culture and how this will empower NCG to be the best and most trusted provider of care and support.

She highlighted that the intrinsic link between the behaviours of employees and the impact this has on the social care provided.

The presentation was closed reminding all in attendance to be proud to work for NCG and to each individually do their part to make things better by embedding the NCG values into our day to day work.



### Mike Ranson, Commercial Director

Mike began his presentation by explaining how the rapidly changing and challenging, health and social care ‘landscape’ can make what we are all trying to achieve seem more complicated and difficult.

He spoke about how it is important that we recognised people’s expectations and support their Human Rights but should remember to not confuse self-neglect with personal ‘Choice’, or uninformed decision making with ‘Control’.

Mike explained how the strategic partnerships NCG has established and those it continues to build, provide the opportunity for us to grow and develop both our quality and capacity.



### David Rowe Bewick, Group Finance Director

David focused on the need for Collaboration.

The presentation emphasised that a sustainable and successful business begins and ends with quality, but NCG cannot grow further if we lose sight of delivering the highest standards of care and support.

David was enthusiastic to share how NCG had been able to not only invest in its properties but also the invaluable staff employed.

This investment was accentuated with the announcement of the NCG Innovation Fund aimed to inspire people to think of new and innovative ways to improve the lives of the individuals we support.





# Quality and continuous improvement

## Our Commitment

NCG is committed to supporting individuals to have the best life experiences possible, through promoting person centred approaches and active support. We recognise that improving quality and compliance is a key driver in achieving this.

### Some of our achievements during 2019/20:

#### Processes

- Established an organisation risk register
- Set up Regional and National Risk and Governance Committees
- Developed a suite of improved quality audits
- Reviewed our incident reporting process to incorporate lessons learnt
- Established a process for reviewing and learning from serious incidents
- Commissioning an external company to carry out mock inspections

#### Personnel

- Held face to face workshops for managers focused on improvement
- Established an NCQ Quality Team comprising of a Director and two Quality and Compliance Officers
- Senior managers carried out a thematic review looking at the Safe and Well-Led Key Lines of Enquiry

#### Systems

- Procured an electronic governance system
- Produced 10 editions of our new #QualityMatters briefings for staff
- Established a Knowledge Sharing Hub on the staff Intranet

#### Tools and guidance

- Commissioned an external Health & Safety partner to carry out audits
- Key person centred tools shared with staff
- Staff guidance produced on the use of terminology
- Developed an action plan to review some of the key lessons learnt from the Whorlton Hall abuse scandal. This is reviewed through the NCG Executive Team
- Introduced visiting protocols



**National Care Group**

**#QualityMatters**

To help our staff across the organisation keep informed on latest quality issues and to ensure that everyone understands the role they have to play, regular briefings and updates are published through the #QualityMatters briefing.



CQC and safeguarding



Governance



Smiling matters



Health



Top tips for CQC Inspections



Sexuality and relationships



State of adult care



Promoting Sexual Safety



COVID-19



Enhanced Health in Care Homes

### Our Priorities for 2020/21

- Embed new electronic governance system
- All services will have at least one needs-led audit per year
- Link issues identified through the electronic governance system with our risk registers
- Improve our regulatory compliance position
- We will monitor the use of psychotropic medication through the STOMP initiative and risk and governance committees
- We will strengthen our stakeholder engagement programme
- The Executive will continue to deliver regional thematic roadshows
- Maintain focus on continuous improvement
- Review of all policies and procedures

# Our colleagues

## Our commitment

NCG is committed to recruiting, retaining and developing its workforce to ensure it has the very best in terms of providing high quality care and support to vulnerable people across the UK.

## Recruitment

NCG works to attract the best people through value-based recruitment. This involves identifying the individuals have the correct skill set, values and behaviours to ensure we work collaboratively to achieve NCG's vision and mission whilst displaying our core values.

## Retention

NCG works hard to retain its staff by providing a number of initiatives to support them in their careers including:

		
Robust induction and training	Supervision and appraisals	Staff perks and discounts
		
Monthly and annual rewards	Career development	Confidential Advice Line

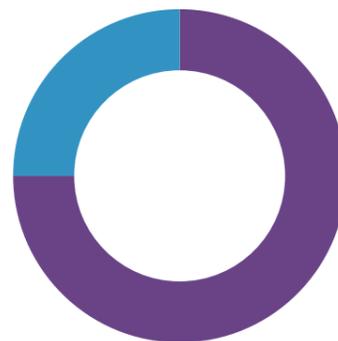
## Learning and development

NCG is passionate about 'own grown talent' so work to provide career development for its employees.

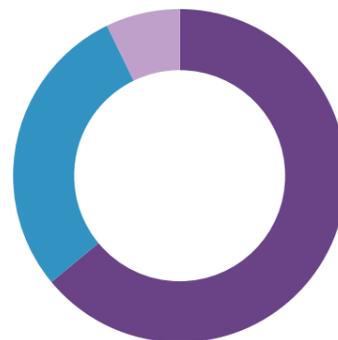
The Career Lift provides a clear pathway for front-line staff to transition from Support Workers to potential leadership roles.

The Leadership Lit is designed for 'Future Leaders', who are seeking professional growth. Focusing on identifying, developing and enhancing the leadership qualities, attitudes and skills of individuals.

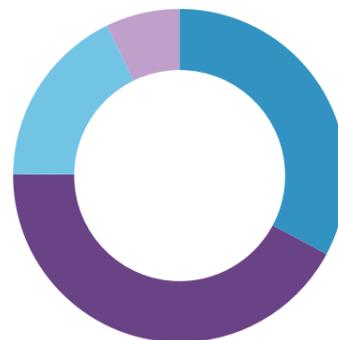
As of April 2020



75% of staff are female



64% of staff are Full Time



42% with 1-5 years length of service

# 17%

of attendees at the Career or Leadership lift programme have internally progressed

## Engagement

NCG includes the individuals we support in the interview process, embedding the values into our services by defining what they mean to them and where appropriate in training.



Active participation

Empowering individuals

## Communication

NCG invests in the recruitment and retention of its staff and wants to ensure it hears the voices, suggestions, concerns and good news stories of our employees, using the following platforms...

		
Staff intranet	Monthly newsletter	Staff survey
		
Confidential whistleblowing and disclosures service run by an independent third party	Chief Executive inbox where employees can email the Chief Executive directly	

## Some of our achievements during 2019/2020:

- Improved mandatory training across NCG
- Identified service specific training needs
- Relunched HR policies and staff handbook
- Introduced the Care Certificate
- People Strategy designed to underpin the NCG corporate strategy
- Career Progression programmes launched
- Reduced staff turnover
- Revamped company values and embedded these to improve company culture
- First full company annual awards

## Our priorities 2020/2021:

- To ensure mandatory training levels achieve 100% by March 2021
- To ensure service specific training levels achieve a minimum of 80% by March 2021
- To implement a bespoke Registered Manager Induction Programme
- Launch of a full staff survey
- To implement the Care Certificate for all staff new to care and ensure a minimum 70% of participants are achieving completion within 20 weeks by March 2021

# Delivering Growth

## Our commitment

NCG is committed to unlocking potential through the continued growth of the organisation. Growth will be achieved through developing further partnerships with individuals, commissions and also to address local and material providers.

### Support we provide

Supporting outcomes through a mix of specialist 'enablement', 'step down', rehabilitation and therapeutic services.

Delivering long term support solutions, ensuring people reach their potential. Whilst enabling them to establish and sustain their presence in the community.

### Service demand

We have increased the number of organisations making referrals into NCG services and have begun to focus on providing a pathway to greater control for people who had previously been supported in more restrictive services.

### Referrals

We have experienced demand in referrals for individuals moving on from long stay hospital, assessment and treatment, residential schools and colleges.

### Acquisitions

We were pleased to welcome two established provider organisations operating within the specialist learning disability and mental health sector to our organisation.

This has further enhanced our ability and resilience in supporting people with complex behaviour including those with a forensic background.

### Partnerships

We work closely with the Local Authority, commissioners and CCGs.

We have responded to individuals who are purchasing their own support through Individual Budgets and Direct Payments, as well as managing a number of Individual Service Funds.

### Non-accommodation

We continue to increase the number of non accommodation based support packages we deliver.

At the end of March 20, we were supporting a further 220 people through non-accommodation based services.

## Some of our achievements during 2019/20

- Together with our Housing Partners, we have invested in and commissioned 25 new properties
- Now offer quality accommodation and support services to a further 124 individuals
- Continued to expand our national portfolio

## Our priorities for 2020/21

- To complete the development of a new residential service for people with learning disabilities and complex needs in Essex, enabling people currently living in hospital settings and opportunity to live in a community and gain greater control of their lives
- To review our enquiry and assessment policies and embed a new process across the organisation that improves the experience and delivers better outcomes for the people we support.
- To establish 'key' partnerships with commissioners and alongside our Housing Partners, identify opportunities for growth in tenancy based accommodation.



# Testimonials



## Quotes from family members

*“Staff work brilliantly and treat the individual like the person they are.”*

*“Senior members are fantastic and go above and beyond for the people they support.”*

*“I’ve no concerns, if there is any kind of problem staff inform me and they deal with things as they come up so they never become a big problem.”*



## Quotes from the people we support

*“If you want to learn anything the staff show you what to do to start off with. They’ve shown us how to make meals and to wash the right loads they don’t mix.”*

*“I can do more since I moved here and I am more independent.”*

*“Staff are excellent and I can’t fault them for the support they provide to me.”*

## Quotes from the people we support

*“Staff are caring and kind and I feel very safe here.”*

*“I am involved with decisions and I do feel I play a role at the service.”*

*“I wouldn’t be here if it wasn’t for them, my life is worth living here and I am I’m very happy.”*

*“The staff talk to me and listen as my thoughts are sometimes muddled.”*

*“They are supporting me to work towards my aim of going out on my own.”*



## Quotes from family members

*“My son is really happy with the care he receives, loves the people there and when I visit he is always very happy and looks well and looked after.”*

*“We can’t express how much we appreciate the work you do. You have had a positive impact on people’s lives.”*

*“We would like to thank the service and the team for the care they provide.”*



## Quotes from stakeholders

*“It was pleasure to visit a service and find staff who interacted so well with the individuals they support.”*

*“I observed great practice, whilst I also saw the use of training being implemented well.”*



## Quotes from the people we support

*“I have achieved more since I have moved into the service.”*

*“The staff always go out of their way to help me and I have achieved so much because of their support.”*



# Awards



## National awards



## NCG Annual Awards 2019/20



**your potential plus  
our commitment  
changes lives**



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