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23

Impact report

Reporting on year 2022/23

liaise



Welcome

Welcome to our 2022/23 Impact Report. I am proud to share the progress we have made this year towards our mission; to ensure that every person we support leads a happy, purposeful life.

We are a growing organisation with a team of over 900 across 45 homes, passionate about helping the people we support reach their goals, with plans to offer our support to more people who need it.

Over the past year we have continued to provide person centred care to all we support, as well as making significant investments in our sites, systems and people to ensure we are delivering exceptional care.

We are committed to continuous self improvement of our processes and our practice, to ensure that we always strive for the highest quality standards.

Our staff have continued to amaze and delight in their dedication, passion and determination to always do the best for the people we support. A particular highlight for me this year has been

spending time with families, funders and our Champions Network, a community of support workers drawn from each home who share their feedback and thoughts on a quarterly basis to help shape our services.

We believe that our success is measured by the quality of our care and the positive impact we have on the lives of those we support and on the communities we work in. In this report, you will find highlights of our accomplishments over the past year, including key performance indicators and stories from our homes.

We look forward to sharing our progress with you in the years to come..

Sincerely,

David Petrie
Chief Executive Officer



"We are committed to delivering the very highest quality standards"

Introduction from our Quality and Governance Director



I joined Liaise in February 2023 and am very pleased to be able to contribute to our first annual Impact Report. This first edition will tell you about how we have performed over the last year, the impact we have had and improvements already delivered, as well as sharing some of our plans for the future. You will see in the report performance and plans which together will support Liaise to be the best possible provider to each and every person we support.

We are committed to our core values of **Positive, Progressive** and **Personal** which underpin our approach to driving quality outcomes for people. My role is very much about how we can deliver the highest quality standards to ensure the best outcomes for people we support. In addition, how we assure ourselves, the people we support, their families and others we are doing the right things at the right time in the right place.

Since being in post, I have redesigned the Quality Support service and the Specialist Support team now sit within the Quality Improvement area of the team. Collectively, this team will enable us to audit and assure, and then help drive improvement, in collaboration with colleagues from all parts of the organisation.

Our broader focus is on how we can become a strength based organisation, whereby we can positively impact and uphold the rights of people we support, their self-determination, choice and control; it is about supporting people to live the best possible quality of life on their terms. In addition we will be building on our inclusion strategy to engage the services of people we support to help us audit services. It is a given that people who we support are best placed to tell us how we are doing and how we can improve.

Deborah Cotton-Soares
Quality & Governance Director



45

Number of homes

9

Supported living homes



36

Residential care homes

268

People we support



900+

Team members

As at June 2023

Listening and improving

Sharing feedback, learning and improving is key to improving outcomes for everyone that we work with at Liaise. We undertake regular surveys with our various partners so we can understand what is going well and what we need to do to improve.



"I love the fact that everyone, both the staff and the people we support are treated with dignity and respect"

Working in partnership

Our referrers in the health and social care world are another important partner for us and in September 2022 we completed a survey with them. This survey provides a great baseline for improvements we plan to make in how we engage with this group. We have been continuing to build positive relationships with this group and keep them informed about our progress.

85%
described the
quality of care we
provide as good

73%
described our
responsiveness to
referrals as good.



Feedback from the people we support

We have recently completed a survey of the people we support. We will be working on responding to this feedback and making changes to how we provide support. We are looking at accessible feedback processes and exploring ways we can improve participation in surveys in order to improve our services.

Do staff support you well?

98% said yes

Do staff listen to you?

99% said yes

Families & next of kin feedback

The families and next of kin of the people we support are a key group for us to keep updated and receive feedback from. In addition to the regular conversations they have with each home management team, we also completed a survey in July 2022 to get their feedback on Liaise and launched our families newsletter to share more information.

What is the overall impression of the care and support your loved one receives

83% said good

Are staff kind and respectful?

89% said always

Are we caring?

90% said always

Do you feel your relative is safe in our care?

87% said always

You said, we did

As a result, we have listened to families, invested in home improvements, supported colleagues with training and improved our communication to families. We will be looking for ways this year to connect more frequently with our families including the development of a family forum.

Colleague survey

A colleague survey was completed in December 2022 with 44% of our team completing it, this was an increase in participation from 28% in the survey before. The results showed us that we are going in the right direction.

eNPS increased to +12 from -28 (eNPS is a measure of satisfaction)



My work gives me a sense of personal accomplishment

8.4 (out of 10)



I can make a difference in the role that I do

8.9 (out of 10)

You said, we did

Making sure we go back to our colleagues with changes as a result of their feedback is so important – our action plan for 2022 covered these areas in response to concerns about consistency, reward & recognition and communication:

- Review of pay and terms and conditions – to ensure consistency across the group wherever we can.
- Bring in a system to help individuals manage shifts and overtime (see page 17 for Sona).
- Introduction of Wagestream (see page 9) to help colleagues manage their pay in a way that suits them.
- Recognition schemes for great values led work and long service awards.
- Improving communication across the organisation.
- Regional and home specific action plans.



"Liaise is working hard to improve working conditions for its employees and it is so great and positive to see."

A focus on quality in everything we do

We are committed to challenging ourselves to continuously improve, to learn from our mistakes and deliver services that meet and exceed expectations from all interested parties.



To do this we at Liaise are investing in our learning and development and quality input into services, strengthening our assurance processes as well as our governance. We have a range of plans for the coming year, including;

Strengthening our governance and controls

- Quality Assurance Framework will include 'Mock Inspections' replicating that of CQC aligned to the emerging Single Assessment Framework,
- Risk profiling of every service so emerging risks are seen and action taken at the right time,
- Using the information we already hold, to have robust oversight of each service,
- Creating better ways to hear the voice of people we support and their families,
- Designing and implementing more detailed outcomes measures so we can be aware when we are getting it right and learn when we aren't,
- Building on our transparency and accountability using feedback as an opportunity to learn and develop.

Build quality skills, knowledge and capacity at service level:

- Investing in our learning and development offer to support quality skills and leadership capability,
- Implementing strengths based approaches into our work ensuring positive behaviour support is embedded throughout the organisation: to support positive outcomes, restriction and STOMP (Stopping the over medication of people with a learning disability, autism or both) reduction.
- Investing in new systems to reduce administration and duplication.

Stronger improvement processes and reporting so we can measure meaningful results and outcomes:

- Investing in our improvement team to support swift remedial action,
- Supporting our professional in-house specialists to create greater impact through streamlining process and reporting,
- Focus on practice leadership across the organisation to support service colleagues in their development, skills and knowledge.

The case studies in this Impact Report tell us what we are doing well and the feedback (page 4) shares where we need to improve. The actions listed above will be a key part of responding to that feedback, improving what we do and delivering better outcomes for more people.

Life at Coppice:

An independent and supportive environment

Part of creating happy, purposeful lives is about providing as much independence as possible and that's exactly what our Coppice Close home aims to provide for the people we support. Recently, Rachel, a resident of Coppice since 2018 shares some of her thoughts about living there.

What are some of the best bits of living at Coppice?

I enjoy living at Coppice, as I think that I live an independent life as I can, with support from the staff. I enjoy controlling my life as much as I can. The staff are always friendly and helpful, in all aspects of daily life.

What are some of your recent goals you have been working towards?

I don't tend to have goals but I try to be as independent as possible. I think I have a very positive mindset so I just want to try to keep active as much as I can.

I understand you've been involved in some recruitment in the home, what has that been like?

Yes, I have been asked for my input on recruiting staff. I wrote some questions for the interviews. I think that residents should have a say as at the end of the day, the new staff will be looking after me.

Is there anything else you'd like to share about living at Coppice?

One reason that I like living there is that most of my family lives in Burgess Hill and I don't like being too far away from home. I also work two days a week and there is transport to get me to work. I also like living at Coppice as it's set up as individual bungalows, each with four rooms. I think this set up is great because it actually feels like a home rather than a care environment. And it feels like you're just part of a family.



ABOVE: Rachel.

"It feels like you're just part of a family."

Rachel, Coppice Close resident



INSET: Rachel's artwork on display at the home.

Our people

Achievements in year

Our team are the heart of our organisation, and we are committed to providing a supportive and rewarding work environment; with learning & development, wellbeing support, reward and recognition.

Wellbeing

Working in social care can be immensely rewarding, but does have unique challenges. Colleagues' wellbeing is a key area of focus for us.

In late 2022, we launched a new Employee Assistance Programme offering 24/7 support to all of our team. Additional, professional, on-site support has been introduced to ensure our team feel supported if they have had to face tough situations.

Reward & recognition

In addition to market leading pay rates, we offer our team additional long service leave (up to five extra days holiday) and a fully funded Blue Light discount card to enable access to high street and online discounts that support in the cost of living crisis.

We make it an ongoing priority to ensure our colleagues feel recognised and valued for their contribution. We launched our quarterly values

Our values



Personal

This value is all about us delivering person-centered care, really taking the time to understand our colleagues and the people we support and showing compassion and empathy.



Progressive

This value is all about us thinking of new ways of doing things, never giving up and being driven to improve things for the people we support and our colleagues.



Positive

This value is all about our belief that each person can always achieve more with the right support and encouragement, that we celebrate our successes and are optimistic about the future.



award programme in 2022 and since then 40 colleagues have nominated someone for an award. We are pleased to say our retention rates are good for the industry and we continue to work hard to improve them even further.



What is coming up

We are launching a new system, SONA, that will allow all our team to see and apply for overtime shifts in all Liaise homes in their area. The system will modernise the way staff can access their rotas, as well as being able to book annual leave and keep up to date with company news through a communication feed within the system.

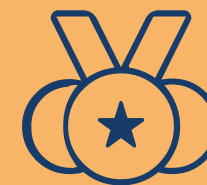
We have launched a product called Wagestream to support colleagues in their Financial Wellbeing. It will enable staff to be able to draw down money that they have earned to save reliance on pay day loans, it also offers discounts at large supermarkets as well as a saving portal.

Liaise in numbers



107

Long service milestones met



40

Recognition awards



21%

Turnover
(down from 35% at the start of the year)



321

New hires

Between 1 April 2022 to 31 March 2023

Progression

We have a strong track record of promoting from within and are delighted that many of our Managers began with Liaise as Support Workers. Colleagues that want to progress are supported with development opportunities and more formal learning via our apprenticeship programme.



Gabby, our Registered Manager at our Marika home in Romsey tells us a bit about her career at Liaise.

"I joined Marika House in 2016 as a support worker and it was the best decision I have made! Since joining I have been promoted a number of times and was supported to do my NVQ Level 5 in Leadership in Adult Care which I achieved in 2021. I then became Registered Manager at Marika House just six years after joining as a support worker!"



Tom Meadway, our Registered Manager of our Baytrees Home in Basingstoke shares his story:

"I joined Liaise 16 years ago – I'd been working in retail management but was looking for a change. I love seeing the people we support achieve their goals – there's nothing like it. Over those 16 years I've always been supported to progress and develop with training and encouragement from my managers. Now I'm leading my own team and developing them to achieve more!"



Recruitment

Like many in the care sector, recruitment and retention of colleagues has been a big focus for us this year. We have brought in a new recruitment team who have been working hard to improve our processes, how and where we advertise jobs and speeding up our interviewing and onboarding processes. We are now averaging over 35 starters a month.

Learning & development

As part of our commitment to embrace technology, in late February we introduced a new Learning Management System called Your Hippo. This system includes an online platform for learning modules and a full reporting and monitoring system. Your Hippo recently won a national award, the majority of the learning modules are CPD accredited and it has approved training provider status with Skills For Care (the industry body for social care learning). Since introducing the system, the feedback from learners has been overwhelmingly positive. We have found that the new style of interactive learning has been particularly welcomed by our colleagues.

We have a range of plans for next year to build on the success of Your Hippo, including a move to more interactive learning, an improved induction experience and the development of a Liaise Academy. The Academy will create the mindset of care being a career and will support colleagues to feel competent and confident in their current role and able to move forward in their career, using blended learning, vocational training and personal development.



The champions

We have a champions network that went from strength to strength this year, with representatives from all our homes providing two way feedback to our executive team. We meet quarterly and gather feedback on a range of issues from new systems, challenges experienced in the homes and how we can improve wellbeing.

Dino, our Champion from our Marika home said "The champions group has enhanced the way people communicate. If we have concerns, we feel we are part of decisions. It makes me feel listened to and it's a very positive thing."

Delivered this year

Between 1 April 2022 to 31 March 2023

200

Over 200 face-to-face courses* ran delivered by both internal and external training providers.



Monthly PROACT-SciP face to face training courses delivered

2

2 Colleagues qualified to become PROACT-SciP instructors.

*Courses include Epilepsy, Diabetes, COSHH, Communication, Keyworking, Safeguarding, Epilepsy/Buccal, First Aid and medication

New developments

We work with commissioners across the South and South East to open more services and support people who need our services. This includes new developments and repurposing of properties to provide first class accommodation for individuals with specialist needs.

In April 2023, we acquired eight homes in Norfolk from Jeetal Residential Care Services Group, along with 140 members of staff and most importantly 49 people to support.



ASHWOOD HOUSE

Buxton, Norfolk

Ashwood provides support for adults with a learning disability and/or autism. Ashwood House is situated in Buxton, a quiet village in Norfolk and is made up of two self contained apartments and five bedrooms.



CASARITA

Taverham, Norwich

Casarita provides residential care for people with a learning disability, mental ill health and associated needs such as epilepsy. Casarita is situated in Taverham, a quiet suburb of Norwich and is formed of five separate living areas with four one bed flats and one three bed flat.



LILAS

Cromer, Norfolk

Lila's House

provides residential care for people with learning disability and associated needs. Lila's House is situated within the seaside resort of Cromer in Norfolk and is formed of six bedrooms and a communal lounge, kitchen and private courtyard.



SHULAS

Cromer, Norfolk

Shulas provides residential care for people with a learning disability and associated needs.

Shulas is situated within the seaside resort of Cromer and comprises of two three bedroom flats.



TREEHAVEN BUNGALOWS

West Runton, Norfolk

Treehaven Bungalows

provides residential care for people who have an autistic spectrum disorder and/or learning disabilities. Treehaven Bungalows are situated in the village of West Runton, in Norfolk and is made up of two bungalows which are purpose built and interlinked, and each bungalow features four apartments.



MIDDLETONS LANE

Hellesdon, Norwich

Middleton's Lane

provides residential care for people with a learning disability, mental ill health and/or physical disability and associated needs. Middleton's Lane is situated in Hellesdon, a suburb of Norwich and is formed of six one-bedroom apartments, each with their own lounge, kitchen and en suite bathroom.



SALCASA

Buxton, Norwich

Salcasa provides residential care for people with a learning disability and/or physical disability and associated needs. Salcasa is situated within the village of Buxton near Norwich and comprises of one self contained annex and four bedrooms.

TREEHAVEN MAIN HOUSE

West Runton, Norfolk

Treehaven provides residential care for people who have autistic spectrum disorder and/or learning disability. Treehaven is situated in the village of West Runton in Norfolk and is made up of three self contained flats and four bedrooms with access to communal areas.



Sustainability

As well as providing high quality care to the people we support, we have responsibilities in relation to how we do our work and the impact on people and the planet.

To assess our performance we will align ourselves to 6 of the 17 UN sustainability goals (SDGs)* to give us a framework to focus our efforts and we will

measure our impact using the Environmental, Social and Governance (ESG) standards shared as part of the Sustainability Accounting Standards Board. We are in the process of developing our SDG strategy; we will report on our progress in coming Impact Reports.

***The Sustainable Development Goals (SDGs) are a set of interlinked goals adopted in 2015 by the United Nations (UN) as part of the 2030 Agenda for Sustainable Development.**

Environmental

Our energy consumption makes up a high percentage of our overall carbon emissions and we will build on our success of increasing our usage of renewable energy this year.

We will raise awareness with our colleagues and people we support around energy efficiency.

We are also investing in our technology to reduce paper usage and will be setting up a Liaise Sustainability Group to promote a range of environmentally friendly activities such as vegetable growing, wildlife gardens and recycling.

Social

Ensuring that the people we support are able to engage and integrate into our local communities is key to our work. We have supported people to work in local shops, engage in education and use community leisure facilities. We already celebrate events in many services; we want to extend into engaging more fully in communities. We already work well with families at a service level, but plan to develop a Liaise Family Forum to create opportunities to have conversations about how we can improve.

We want to support our colleagues to achieve their professional as well as personal growth goals. Our most recent colleague survey tells us we are already going in the right direction (see page 5) and our introduction of Engagement Champions has increased engagement and opportunities to co-produce solutions. We are working with our colleagues to develop a career pathway in care and developing our learning & development program (page 10) to support internal promotion and development.

Governance

We are committed to acting with integrity, honesty and fairness and to uphold our ethical standards. We have strengthened our governance structure over the last year and ensure that we meet the standards set by our regulators, including regular board and senior management team meetings – ensuring good communication, strong operational management and the ability to respond quickly.

We are working on our inclusion strategy, with people we support, and their families, having a greater impact on how we provide care and support.

We want all our services to exceed quality standards and are in the process of rolling out a new Quality Assurance Framework. The framework will give greater visibility across the company and support our determination to learn lessons and improve our care and support.

SUSTAINABLE DEVELOPMENT GOALS



Settling in at Linnet



Justin is a 44-year-old man with complex needs and a history of broken placements, who joined Liaise in November 2021, from a placement where he was unsettled.

After months of carefully planned and well-executed transition visits, that enabled Justin to become familiar with the staff and surroundings at his new home, he settled in well at Linnet House.

Justin has ADHD, autism and a learning disability, is an energetic individual with a great sense of humour. He finds life stressful at times and can find sharing space with others difficult. He loves to be around others, on his own terms, and making himself seen and heard.

To accommodate Justin's desire to be in control of his environment, the team at Linnet House gradually built a trusting relationship with him using pictures to introduce new staff and some visitors. Justin now enjoys going out for community activities including bowling, cycling, swimming and walks with others around Basingstoke and the surrounding area. The team have got to know Justin well and know how to best support him to prevent any incidents. Justin has made significant progress in his time at Linnet House and has become a valued member of the community. He has built positive relationships with staff and other people we support, and is enjoying an increased quality of life than before.

One of the most significant outcomes for Justin, is his newfound sense of freedom and independence. He is now able to make his own

choices about what activities he wants to engage in, and is more confident in expressing himself. He no longer feels confined to a single room or area, and is able to explore the home and garden at his leisure. Justin is also more open to interacting with others, and has developed strong bonds with some of the staff team.

Overall, Justin's transition to Linnet House has been a great success. Thanks to the careful planning and support of the Linnet House team, he has been able to adjust to his new environment and thrive in ways that were previously thought impossible. We are proud of the progress he has made and look forward to continuing to support him on his journey towards greater independence and fulfilment.

Justin's father had not seen him for some time and after visiting him shared with us it was the best visit he'd had in about five years. He said the environment was a calm one and he hadn't seen Justin so relaxed in a long time.



Systems, governance and communications

We know that the quality of care provided to the people we support is highly dependent on the systems and processes that help our front-line colleagues. Therefore, we have implemented robust governance and systems that support the provision of safe, effective and person-centred care.

We are committed to maintaining the highest standards of corporate governance. This includes the development and implementation of policies and procedures that align with best practices in the social care sector. Our governance structure is designed to ensure accountability, transparency, and compliance with all relevant regulations and standards.

How we work with people we support, their outcomes and the quality of our care and support is reported and discussed from service level right through to the Liaise Board. We have an internal structure supported by systems that allows us to monitor and report, learn and take action at every layer of our structure. We also have a monthly Quality and Safety meeting that looks at information from all areas of service delivery to ensure we make the best decisions possible.

To support our governance, we have invested in systems and software that supports the delivery and ongoing monitoring of good safe care and support.

- **RADAR HEALTHCARE** is the system managing our quality and compliance processes. In one system, we manage everything from incidents and action plans to audits and risk. We also use Radar to provide colleagues with access to all our policy documentation.
- **ABLYSS** enables the deployment of support planning information direct to our support workers through hand-held devices, ensuring any updates to support needs are delivered quickly, to maintain quality and safety. The system also allows at point of support recording providing a detailed account of the support provided and the progress of the person supported.
- We are launching a new system, **SONA**, that will allow all our staff in to see and apply for overtime shifts in all Liaise homes in their area, access their rota easily and book annual leave.
- This year we have introduced a new Learning Management System called **YOUR HIPPO**. This system includes an online platform for learning modules and a full reporting and monitoring system.

- **QUOODA** is a risk management and property compliance system. The software provides a database for all property documentation to be stored for each home - this includes general water, fire and other compliance safety documents. The system provides a sophisticated reporting function which enables homes to track and benchmark property compliance. The system also has an app which enables homes to go digital with their planned maintenance checks, which automatically uploads into the software making risk management and compliance 'live'. The system is designed to streamline compliance giving the homes more visibility on their individual home risks.
- **ACCESS** is a maintenance system where homes can raise call outs and quotes to contractors as part of their home maintenance. The system enables homes to track live jobs, any outstanding works and progress of repairs and capital expenditure. Homes are also able to see their individual budget and track spend against budget - this gives more accountability and responsibility over the management of each home.



ABOVE: An autism learning module from Your Hippo.

LEFT: Managers Day, May 2023

Communications

We want to make sure everyone connected to Liaise in some way is informed about what we are doing – so communicating with the people we support, our colleagues, family members and referrers is a key activity for us, alongside hearing about what is working and what isn't.

We hold a fortnightly update Teams call for our home managers so we can share success and learn from each other and discuss important new policies, processes and projects. We also hold monthly in person meetings for our regional teams and get all our managers together in person twice a year.

We launched our new fortnightly staff newsletter "Liaise Life" in October and have been making improvements since. Once we have launched our employee app Sona, we will be able to use that to keep our colleagues up to date in real time.

We launched our first family newsletter to supplement ongoing communication direct between our homes and the families of people



ABOVE: Our new staff and family newsletters.

who live there and in the year ahead will be gathering feedback on this form of communication and engaging more with families. We have increased our use of social media this year to make sure that all our partners see the great work that happens in our homes.

Turning around lives at Somerford Place

This case study shares the transformation of three people who live at our Somerford Place home in Tottenham.



MAUREEN has a diagnosis of cerebral palsy, diabetes and a learning disability. Since moving into Somerford Place, with the help of our colleagues at the home and our in-house specialist team, Maureen has lost 37kg and her diabetes is now controlled by her new lifestyle and diet.

She participates in weekly exercise, swimming, and cooking healthy food. Today, Maureen works in a charity shop and is no longer on full 1:1 support.

"Over the last three years, I have noticed a significant improvement in Maureen's mental and physical health. Maureen seems calm and happy."

Maureen's sister

"The difference in Rachael now is almost unbelievable. She really has been given all the opportunities to live her best life, and with the support of an amazing team, she is doing just that."

Rachael's parents

RACHAEL has a diagnosis of Prada Willi Syndrome (PWS), diabetes and a learning disability. In August 2021, Rachael used insulin to control her diabetes. Due to PWS, Rachael's food needed to be managed. With the help of the team, Rachael was able to lose weight and control her diabetes with a healthy diet, group exercise and walks. Currently, Rachael has lost 28kg and takes insulin once a week. She leads a weekly in-house exercise group, attends a Prada Willi group and attends college to complete courses in ICT, maths, English, and gardening. Rachael has built confidence, self-esteem, and takes pride in her appearance.



"Shane, who has been living at Somerford Place for several years has become a well-mannered, well-groomed, calmer person and even more importantly happy!"

Shane's parents



SHANE has a diagnosis of a learning disability and autism and suffered from stomach problems, phobias, behaviour that could challenge and had issues with his weight. However, with the help of the team, Shane was able to lead a healthier lifestyle, reduce challenging behaviour and attend all physical appointments. Shane lost 20kg and attends college to complete courses in ICT, maths, English and catering. Shane helps around the home and acts as an in-house DJ.



Football sponsorship

In March 2023, Liaise began sponsoring Brendon 66 Inclusive, a football team for children and adults with physical and neurological disabilities based in Southampton.

Our achievements



Award win

We were delighted to be highly commended in Care Team of the Year Award in the WSPiC West Sussex Care Awards 2023, for our Bramshaw House team.



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