

Rebuilding Lives after Brain Injury

since 1988



Annual Review Of Services And Benefits

2012 - 2013

Welcome
to our First
Annual Review

We are introducing an annual review to provide a yearly summary of our activity and to evaluate the impact of our services on the people of Sussex, including Brighton and Hove, who are affected by Acquired Brain Injury

Registered Charity No. 1084715



A message from our Chairman, Francis Lacy Scott

2



'Having reflected on the year, I feel that 2012/2013 was a very crucial year in Headway Hurstwood Park's 25 year history.

For many reasons, not least the harsh financial climate, particularly in relation to public funding, we reached an important crossroads in the charity's journey. To deal with

this we have forged a dynamic 3 year strategic plan with the help of many others. I believe this has given us a very effective and positive road map for the future. Indeed, I am confident that if we follow our plan, we will secure long-term financial sustainability and meet more effectively the needs of our clients and those that pay for them to attend Headway Hurstwood Park.

During the year we acquired two new trustees: Margaret Fawcett (a much respected retired local judge) and Mark O'Hara (a successful local business man and entrepreneur) who have brought a new range of skills and further experience to an already very strong team of trustees.

Also during the year, we acquired a new CEO Michele Fleming, who is not

only a delight to work with but has brought new enthusiasm, focus and rigor to our organisation.

The trustees recognise there is still much to do to improve our services and secure long-term financial stability but we believe that we are now well on the road to achieving those aims.

Finally, I am continually impressed by the endeavours, enthusiasm and commitment of everyone at Headway Hurstwood Park, whether they be trustees, managers, staff or volunteers. I thank everyone for their contribution and truly believe that we all have a great deal to be proud of.'

Francis Lacy Scott
Chairman

A Message from our Chief Executive

'On joining the team at Headway Hurstwood Park (HHP) in July 2012 my priority was to get to know the staff, volunteers and clients and meet as many people involved in ABI as possible.

HHP had undergone significant change and the management team, led by Wendy Pengelly (now deputy CEO) had worked hard to create a firm foundation on which to build.

The ABI network is very wide and I have met many associated people - increasing my knowledge and understanding of ABI services. This has enabled me to identify and plan future service developments.

In partnership with the trustees, staff, volunteers, clients and external stakeholders we have developed a new strategy for 2013-2016.

To ensure we are working safely and effectively I have reviewed the internal processes and procedures making changes to the organisational structure so we have clear lines of responsibility and accountability. We have improved staff supervision,



team communication and information-sharing.

We were delighted to receive reaccreditation of Investors in People following our review in August 2012. The reviewer recognised our achievements and provided a framework for further development.

In March this year we had an unannounced inspection from the

Care Quality Commission (CQC). The inspector assessed 7 standards, and I am very pleased to report she was satisfied with all areas and made no recommendations for improvement.

A lot of excellent work is carried out every day by the HHP team across all our services and whilst we constantly look at ways to improve, it is important that we do not lose sight of what works well and recognise there is often a need to do "more of the same".

A top priority for us is to ensure long-term financial stability and boost income generation at every opportunity. 2013 is an important year for us as it marks the 25th anniversary of the founding of HHP so provides an excellent occasion to showcase what we do as well as raising funds. We have several events planned to commemorate our 25th year.

I hope you find this an informative and interesting review.'

Michele Fleming
Chief Executive

THE 'NEW LOOK' AT HEADWAY HURSTWOOD PARK

Our new strategy

To meet current economic demands we have developed our 3-year strategy with input from external stakeholders, staff and volunteer engagement and client focus groups. A key message was that ABI survivors want their services provided in an environment where they feel safe and supported and not seen as "different". From this we developed our new 4R's Service Model.

- Reassurance
- Rehabilitation
- Reablement
- Respite



Advice & Support Services

Reassurance

Our Advice & Support team received 69 new referrals and supported 17 new carers and families during the year.



Counselling Service

The funding of our 1:1 counselling service has been secured by a grant from The Lloyds TSB Foundation for England and Wales for the next 2 years. This has enabled the counselling manager to develop a robust induction, documentation and recording process enabling us to monitor the outcomes and provide an evaluation for those using the service.

“Counselling is really good and it helps me in my life. I don't get so depressed.”

Counselling is provided at Headway House in Newick, Montague House in Brighton and since January 2013 at The Chaseley Trust in Eastbourne.

Over the year we have held 186 counselling sessions and supported 48 people affected by ABI including survivors, families and carers.

Support Groups

Our support group meetings provide people with the opportunity to meet others in similar situations, to exchange information and to gain support in a relaxed and informal setting.

In 2012/13 a total of 23 evening support groups were held in Eastbourne and Brighton attended by an average of 14 ABI survivors and/or their relatives/carers at each session. We have had a variety of speakers who have given up their time to support us free of charge including Dr Anita Rose and Dr Lloyd Bradley, neuropsychologists, Dr John

Norris, neurosurgeon and Paula Sousa from Interact, an organisation that supports vulnerable adults who are victims of crime.

Feedback from the support groups is very positive:

“It was a place to meet people who could say ‘I know what you're going through’ and really mean it because they have had or even still have that same problem and could offer advice on ways to make it easier to live with.”

SPECIALIST CENTRE-BASED AND OUTREACH SERVICES

4

Rehabilitation, Reablement & Respite

To make our centre-based services more focused we are looking at restructuring the weekly timetable to meet the needs of individuals at any point on the pathway from rehabilitation to reablement to respite and maintenance of function. Following consultation a “menu” approach is being developed which will allow greater choice and flexibility of access to the services. We support an average of 60 clients at any one time at our centre in Newick, which operates 5 days per week and Brighton where we rent a facility for 2 days per week.



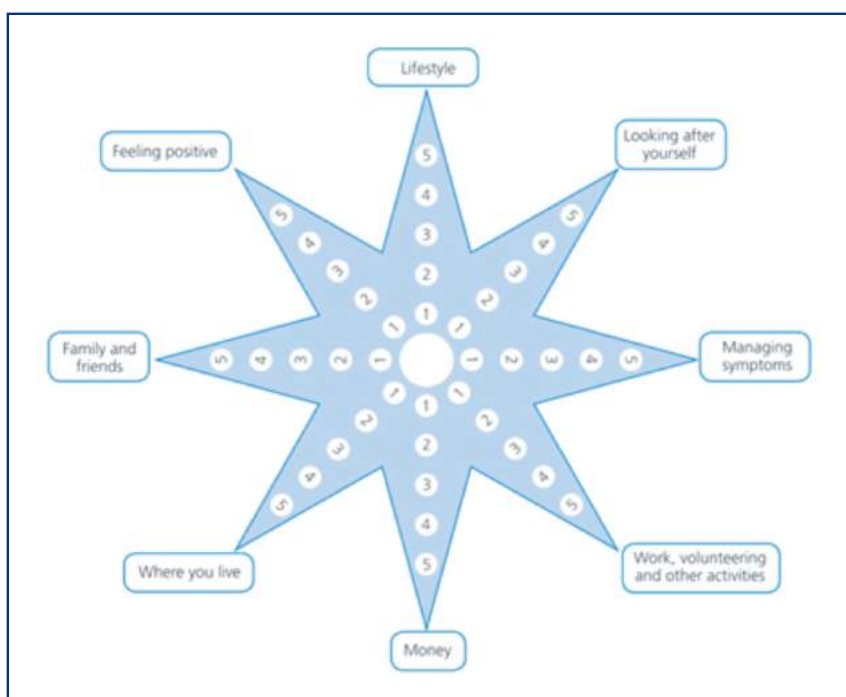
Location	Number of client days provided
Headway House, Newick	5,276
Montague House, Brighton	442.5

We have received encouraging feedback from colleagues who have referred clients to our services:

“I have generally been impressed with the work Headway are doing. I would assess Headway as an excellent provider in relation to the clients I have reviewed.”

“I was invited to listen in on the end of their morning group work session ...The group facilitator was really helpful in making service users feel at ease and able to talk with others who really understand what having an ABI means and how it makes them feel.”

Measuring Outcomes



During 2011/12 it became evident that we needed a more effective way of measuring the outcomes of our service. Therefore we introduced the use of the Wellbeing Star, a tool developed by Triangle Consulting in collaboration with the Department of Health and an NHS Trust. It is a client-centred tool that helps individuals look at how they are functioning in different aspects of their lives (see opposite).

Through structured conversations the staff enable our clients to decide how well they function in each of these areas and score themselves on a scale of 1 to 5. The visual picture of the person’s performance helps clients decide which areas of their life they want to work on and to set their own goals.

In July 2012 our staff received training in using the Wellbeing Star, funded through a donation from The Southbourne Masonic Lodge.

Outreach Service

Our reablement service providing 1:1 support in the individual's own home/community has continued to grow during the year and currently over 60 clients are receiving outreach.

In the year ended 31 March 2013 the service provided 9,606 hours of outreach.

A client satisfaction survey about the outreach service was completed in May 2012 and feedback was very positive:

“Because they see I get to appointments and my outreach helps me to programme my phone with reminders and use my diary which is invaluable.”

“Motivate myself to get up and get out during the week.”

- 94% of clients reported that they were satisfied with the outreach service,
- 94% stated that the service had made a difference to their lives,
- 82% felt that goal setting within their individual support plan had made a positive difference and
- 100% felt that their outreach worker understood their needs.



“More than satisfied, I am so grateful to you for the difference it is making in my life.”

DELIVERING OUR SERVICE

Working Safely and Effectively

Structure & Management

Key achievements during 2012/13 were:

A successful Investors in People review was achieved in August 2012

A robust process for incident reporting and learning from incidents has been implemented

A new supervision structure has been put in place and all staff and volunteers receive regular, documented support & supervision

Sub committees to the Trustees Board have been established for H&S, Finance, Governance and Facilities Management with Trustee representation

Management and staff team structures have been reviewed & a new structure implemented with clear responsibilities and accountability

All staff have completed mandatory training: Fire, Moving & Handling, Food Hygiene, Lone Working incl. Conflict Resolution, First Aid incl. Resuscitation, Safeguarding Adults at Risk

3 staff members completed the RSPH Level 3 H&S course

All policies and procedures have been reviewed & updated

Excellent CQC inspection achieved in March 2013

Governance

6

The trustee role is a voluntary one and we are privileged to have a committed Board of Trustees at Headway Hurstwood Park who give their time generously and bring a wide range of skills to support the governance and development of the organisation.

The trustees have attended both an Induction Day and Away Day during 2012/13 providing the opportunity to gain a detailed overview of the organisation followed by time to evaluate current services, review feedback from internal and external stakeholders and plan a framework on which to build the organisations' strategy. Our thanks go to Andrew Watson who facilitated the Away Day free of charge.

Education, Prevention and Partnership Working

In 2012/13 staff assisted in presentations at 6 secondary schools as part of the "Safe Drive Stay Alive" Campaign to raise awareness amongst young people of the potentially devastating impact of head injury resulting from road traffic accidents.

Headway Hurstwood Park has made an active contribution to local statutory and voluntary groups relating to ABI. We had representation at the East and West Sussex ABI Forums, the Sussex Acquired Brain Injury Forum (SABIF) and the User-Led Organisations forum.

Headway Hurstwood Park welcomes students from different professional groups and is an accredited pre-registration student placement provider. Students bring energy, enthusiasm and a diversity of skills and in return we are able to offer a varied and interesting placement, experienced on-site supervisors and many opportunities to fulfil learning outcomes.

Supporting our Volunteers

Our volunteers are a valuable part of the team and in order to support them in their role we have put the following in place:

- Regular 1:1 support and supervision meetings
- Robust recruitment to ensure that HHP and the volunteer are right for each other before any volunteering starts, followed by an induction programme on arrival
- A Volunteer Day to bring all our volunteers together so they could learn more about the organisation as a whole and meet each other

One of our priorities has been to restore the Victorian Kitchen Garden back to its former glory as part of a vocational rehabilitation programme. This project has attracted local organisations to use the facility for Team Building programmes. In exchange for coffee & flapjacks teams of approximately 15 people have made tremendous progress with the garden restoration under the leadership of our dedicated gardening volunteer Malcolm Price.



We welcomed Margaret Fawcett onto the board in November 2012 and Mark O'Hara in January 2013. Tanya Tunley stood down in November 2012 and we thank her warmly for her 7 year contribution.



"It was a valuable learning experience where I could actively develop my practical skills and supplement my theoretical knowledge in a supportive environment. It aided me in developing my understanding of the OT role, particularly when working with those with brain injuries."



Staff from EDF worked on the garden in November 2012 and in February 2013 we had a team from Virgin Media



Marketing, Promotion & Fundraising

October 2013 is the 25th anniversary of Headway Hurstwood Park and to kick off the celebrations a 2013 calendar was printed using photographs taken by the clients' photography group.

The quarterly newsletter continues to be well received by staff, volunteers, clients, families, clinicians and commissioners with many contributors from within the organisation and external to it. Our winter 2012 edition was kindly sponsored by Dr Luke Fernandes, deputy Chair so we were able to have it professionally printed.



The trustees approved the recruitment of a part-time Fundraising Officer to lead our fundraising activities and Tracey Harris joined the charity in May 2013.

As part of our drive to engage with younger people with ABI you can now find us on Facebook and posts to our page have been positively received.

“HHP would like to thank everyone who has contributed to the charity both financially through grants and donations and practically by giving up their time and using their skills to support us.”

Finance

As with many other charities, Headway Hurstwood Park has been affected by the recent statutory funding cuts. We have recognised the over-reliance on statutory funding and the focus for the coming year is on increasing our fundraising activities along with raising the general profile of the charity.

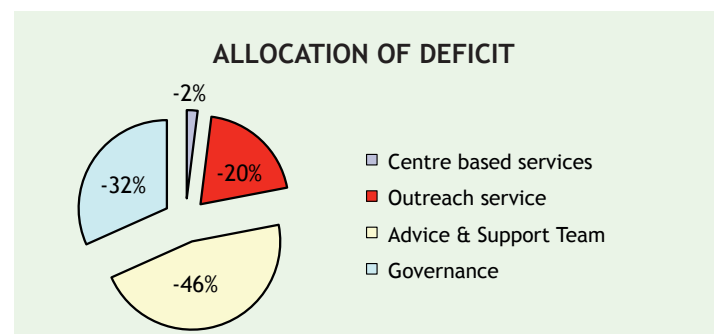
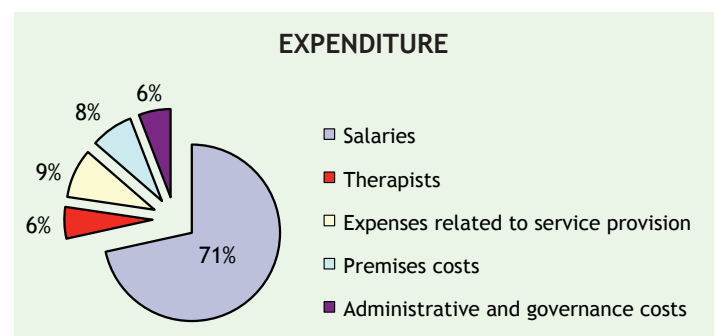
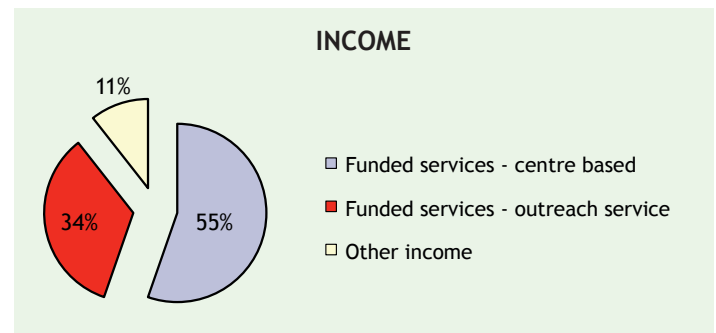
As a percentage of total income, the outreach service has increased from 31% to 34% and other income has risen from 9% to 11%.

The budget for the current year is to increase other income to 14% of total revenue for the year.

As expected in a labour intensive organisation salaries are the largest expense for the charity but also our most valuable resource.

In order to improve the service additional costs may need to be incurred in respect of therapists over the coming year.

The aim is for the funded services to break even in the current year and for the charity to cover the cost of the charitable activities and governance through donations and fundraising.



MOVING FORWARD

Our Plans for the Future



Although this review is about looking back on the achievements of the past year it is important that we also look to the future. Our priorities for 2013/14 are:

- ✓ To implement our **4R's** model in partnership with other statutory and voluntary rehabilitation service providers, including recruitment of therapy staff and up-skilling the existing team
- ✓ To work closely with local commissioners including the new Clinical Commissioning Groups to identify additional funding streams and ensure services are costed appropriately
- ✓ To work closely with local Case Managers to promote awareness of the organisations activities and attract new referrals
- ✓ To proceed with the sale of the fields and land adjacent to Headway House and reinvest the income to develop our services
- ✓ To develop a fundraising strategy and progress all areas of income-generation with the support of the newly appointed Fundraising Officer
- ✓ To develop services for relatives and carers of people with an ABI including Family Information Days, provision of additional support groups and expansion of the counselling service
- ✓ To develop partnership working and progress joint fundraising opportunities with West Sussex Headway
- ✓ To continue with the restoration of the Victorian Kitchen Garden and use this facility as part of a vocational rehabilitation programme to become self-sufficient in vegetables and be able to supply the surplus to the local community
- ✓ To develop the gym and introduce stand-alone individual and group exercise sessions for people with ABI
- ✓ To develop specific services for young people with ABI working in partnership with Chailey Heritage Clinical Services
- ✓ To develop an effective transport policy



For further information or to comment on this service review please contact:

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