

Rebuilding Lives after Brain Injury since 1988



Annual Review of Services and Benefits 2013 - 2014



Headway Hurstwood Park supports people living with Acquired Brain Injury and their families across the county of Sussex, including Brighton & Hove.

This review summarises our services and activity and describes the impact we have made during 2013/14

A message from our Chairman, Francis Lacy Scott



As you know, 2013 was Headway Hurstwood Park's 25th Anniversary. This allows us the luxury of a moment's reflection about what has been achieved over that relatively short period of time. Due to the

work and enthusiasm on the part of very many people, the charity has been transformed from its start as a small support group to a major local charity, helping a large number of people affected by acquired brain injury in very many ways. We can be very proud of these achievements but also realise there is no room for complacency.

We are in challenging times, as the cuts in public funding, which seem relentless, continue to affect us. We have the difficult task of adapting and coping with these, yet at the same time continuing to develop

Headway's services. This is not an easy task but significant progress has been made in that direction in 2013/2014 and progress continues. This is in large part due to the energy, enthusiasm and dedication of the management team, staff and volunteers.

The board will meet in October 2014 to review the progress and effectiveness of our 3 year strategic plan at its half-way point to check we are on course and doing all the right things to ensure the development and sustainability of the charity over the next 25 years.

Finally, I would like to thank everyone, and there are many, who in whatever way, have helped Headway over the last year. Please keep up the good work and help us achieve our objectives and in so doing let's make Headway Hurstwood Park a "flagship" amongst the Headways in the UK.

Francis Lacy Scott

A message from our CEO, Michele Fleming



Implementing our Strategy

Our focus for this year has been the implementation of our 3-year strategy which was launched at two events in May 2013. This introduces our **4R's** Model:

- R**eassurance
- R**ehabilitation
- R**eablement
- R**espite

The aim is to offer a menu of different options to ensure we can continue to meet the needs of individuals and families living with brain injury while remaining financially viable. This inevitably means changes in the way we deliver services and to ensure minimum disruption to clients, families, staff and volunteers the changes are being implemented incrementally.

As part of our service redesign we have identified people who have made a good recovery from their brain injury but need ongoing support to achieve optimum independence and consider returning to

work, retraining or volunteering. These clients do not meet the criteria for statutory funding which has prompted plans for a new subsidised service for 2014/15 – a 5th **R** called **The Rediscover Group**.

These are challenging times for all voluntary sector organisations but at Headway Hurstwood Park we are rising to the challenge and aim to continue to provide high quality services while ensuring long-term sustainability.

Michele Fleming

A copy of the strategy can be obtained via info@headway-hp.co.uk

Advice & Support Services

Reassurance

Advice & Support Service

Our advice and support team can be accessed by anyone affected by Acquired Brain Injury (ABI) – both the person living with an ABI or a relative or carer. During 2013/14 we have received 81 enquiries from individuals referred to us by a variety of healthcare professionals, other advisors or the individuals themselves. The team have also supported 43 new carers and families.

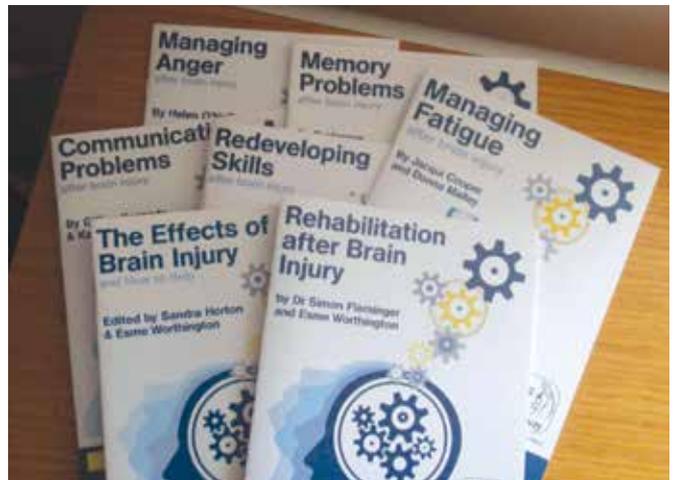
Counselling Service

Over the year we have held 644 counselling sessions and supported 40 people living with ABI and/or their families. Demand for the new service introduced in Eastbourne in January 2013 remains high. In recognition of the need for a specialist ABI counselling service in West Sussex, our Counselling and Carers Services Manager has been working with Headway West Sussex to introduce a new service in Crawley and funding applications have been made to enable this.

Support Groups

In response to demand from people living in the north of the county, a new support group was opened in October 2013 in Hailsham. Over the first 6 sessions attendance has remained constant averaging 10 per session and feedback has been very positive.

The groups continue to run in Brighton and Eastbourne and 24 have been held over the year with an average attendance of 14 ABI survivors and their families at each session.



An evaluation of the support groups was carried out in February 2014 and feedback was very positive: -

"It makes me feel that I'm not alone and that I'm not the only person who is going through the same thing"

"These meetings have kept us going with support and understanding and allowed us to cope better"

"The meetings are not too formal and this I feel adds to the freedom to talk openly and helpful to self and newcomers"

Supporting Carers

We recognise that caring for someone with an ABI can be very demanding and in order to sustain them in their role, carers need regular support. Our carers report that it is very valuable to be in a group with others who truly understand the challenges of brain injury, especially where there are behavioural problems.

To support our carers a number of new initiatives have been introduced. Our Family Information Day in July 2013 led by an experienced neuro-psychologist provided families with an opportunity to learn more about the effects of ABI, increase their understanding of why their loved-one may behave differently following their injury and gain practical advice and coping strategies. This was developed further at a Challenging Behaviour workshop held in March 2014 attended by 15 carers.

The introduction of a “pampering workshop” in December 2013 was very popular, with 15 carers attending. With a range of complementary therapies on offer, including reflexology, aromatherapy and Yoga, carers were able to invest in their own wellbeing and seek support from each other. This event was attended by female carers and has prompted plans to introduce future events which are targeted at male carers.



“I came away uplifted, more able to cope and more confident that I can deal with whatever is thrown at me”

“Very nice pleasant day among like-minded people who share the same problem as myself”

“Enjoyable and helpful and lovely having a meal”

Rehabilitation & Reablement

We have continued to purchase the services of an experienced neuro-physiotherapist to oversee our gym programme and an average 40 clients per week benefit from the use of the gym and/or specialist group exercise sessions.

In order to further develop our therapy and day services, the trustees approved the appointment of an occupational therapist to take on the role of Therapy and Day Services Manager and recruitment to this post has commenced.

Many of our clients experience communication difficulties and funding is being sought to secure the services of a speech and language therapist.



The introduction of the Wellbeing Star outcome measure in 2012 has proved valuable in setting goals for rehabilitation and reablement and supported the process of empowering clients to identify their own aims for the service.

Outreach Service

Rehabilitation and reablement is also provided through the outreach service where clients are able to demonstrate increased independence. We have been able to support a number of clients to a sufficient level of self-reliance where we can close their case. Demand for the service continues and during the year we have supported an average of 58 clients with a total of 11,306 hours of outreach.



In response to a request for feedback on the Care and Rehabilitation Workers who provide the outreach service our clients reported:-

“They help and support me in all aspects that I found difficult before”

“You have a great team of dedicated people and I am very lucky”

Respite

Plans are in place to restructure our day service at Newick to provide a respite service on Mondays, Wednesdays and Fridays. By grouping respite clients on specific days we will be able to offer them a wider range of activities to enjoy, including outings, which are very popular. During the year over 5000 days of respite have been provided.

The aim of the respite service is to:

- Enable individuals to maintain optimum levels of functioning
- Offer participation in meaningful and stimulating activities in a safe and supportive environment
- Ensure opportunities for social interaction with like-minded and empathetic people
- Provide a break for relatives and carers



Celebrating 25 years!

During 2013 we held a number of celebrations to mark the 25th anniversary of the founding of Headway Hurstwood Park in 1988. These included 2 picnics in June where clients past and present, volunteers and staff were joined by some of the founder members to celebrate the contribution that Headway Hurstwood Park has made to the residents of Sussex, Brighton and Hove who are affected by ABI.

Education & Partnership Working

Headway Hurstwood Park continues to make an active contribution to local statutory and voluntary groups relating to ABI. We remain a placement provider for the University of Brighton School Of Healthcare Professions and regularly provide placements for their occupational therapy students.

Marketing, Promotion & Fundraising

Reductions in statutory funding have required more emphasis on fundraising, increased trust fund applications and marketing ourselves. We have held a number of community fundraising events during the year including The Brighton Marathon in April 2013. Our Harvest Festival on 21 September 2013 was a great success so we now plan to run this as an annual event.

We are enormously grateful to *all* our generous supporters!

Our Trustees

During 2013/14 we have appointed two additional Board members. In July 2013 we ran a campaign to recruit a service-user onto the Trustee Board and were delighted to appoint Sally Hylands. Sally has been the main carer for her husband Clifford since he sustained a brain injury in 2002. Her first-hand experience and regular contact with other ABI survivors and carers means she is able to make a very valuable and representative contribution.

We have also recruited Dr Catriona Good a neuro-radiologist based at Hurstwood Park Neurological Centre. Catriona's extensive clinical expertise and close working with a range of experts in the field of ABI will ensure we are up-to-date with clinical practice and facilitate partnerships with NHS providers to improve long-term outcomes for ABI survivors.

"I believe Headway House is a great placement setting. Possible OT interventions are easily identifiable and range from 1:1 client contact to group work, documentation, assessments, client and staff education....."

"My educator has been very relaxed and encouraging..... Both educators have been valuable in their support."



Our Volunteers

Our volunteers continue to be valued members of the team regularly contributing their time and skills in working with our clients. We have recruited 2 new volunteers who attend on a weekly basis and plans are in place to recruit ad-hoc volunteers who can support us at fundraising events.

All volunteers continue to receive regular support and supervision.



Finance

Despite another difficult year, Headway Hurstwood Park is making progress in changing the structure of the services provided.

This year has seen the predicted fall in Day Services income but increases in the Outreach Service and other income. The rise in other income follows a concerted effort on fundraising during the year and the aim is now to achieve 15% over the next two years.

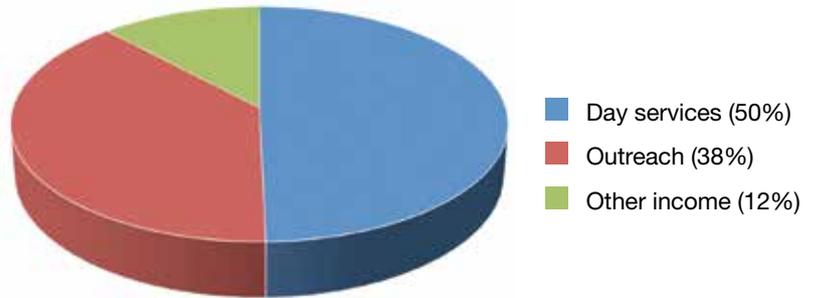
The ground work was put in place during 2013/14 for a revision to the Day Services which will be implemented during 2014/15. This will include a reorganisation of current options and the establishment of new services.

As expected the outreach service remains a growing service which is self-funding and able to contribute positively to the charity as a whole.

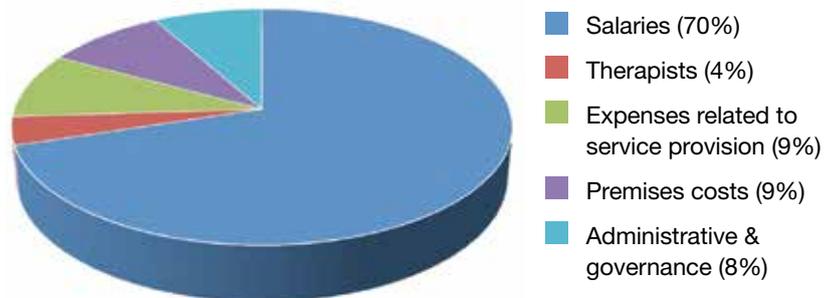
The main focus is now on ensuring maximum use of our Newick Centre providing a range of services and support. It is accepted that certain services will not be funded through statutory means and therefore will need to be subsidised through other funding options.

Our Advice & Support Team is currently funded in this way and we would like to take this opportunity of thanking our institutional supporters:

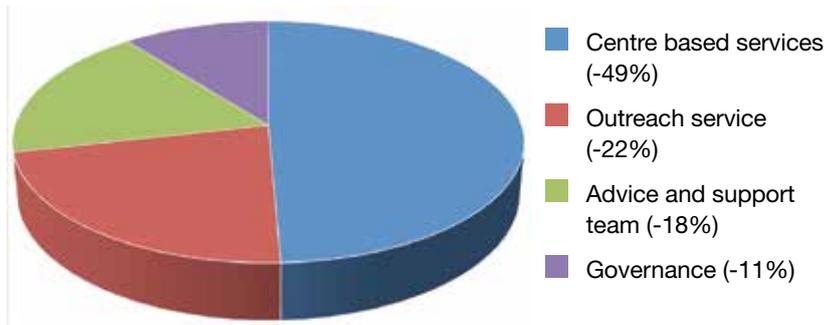
Income



Expenditure



Allocation of deficit



Working safely & effectively

✓ B&HCC Quality Audit

Brighton & Hove City Council completed their annual review on 05.07.13, specifically looking at: -

- Performance
- Quality Assurance
- Health and Safety
- Safeguarding Adults
- Service Activity
- Partnerships
- Finance & Costs

B&HCC described us as an excellent provider in relation to the clients they had reviewed.

“The services provided were of a very good standard and gave good value for money”

✓ Unannounced CQC Inspection

On 08.01.14 we received an unannounced inspection from the Care Quality Commission. The inspector looked at 5 different outcomes – all were met with only 3 minor recommendations which have now been implemented. Feedback was very positive: -

“People we spoke to were satisfied with the service and felt it was supporting them to maintain or increase their independence”

✓ ESCC Quality Monitoring Audit

East Sussex County Council carried out their quality monitoring audit on 12 & 13 February 2014 which included: -

- Direct observation of staff working with clients
- Scrutiny of all documentation
- Interviews with staff, clients & managers
- Review of all quality assurance processes

ESCC only had some minor recommendations which are being implemented.

Copies of all reports are available on request: info@headway-hp.co.uk

Looking to the future

Our priorities for the forthcoming year are to: -

- Bed in our **4R's** model and introduce our 5th **R** - the **“Rediscover Group”**
- Increase our profile by developing and implementing a marketing strategy including updating our website and making more use of social media
- Introduce new services targeted at young people living with brain injury in partnership with specialist clinical and education providers
- Roll out our new pricing structure and menu of services
- Work with local Clinical Commissioning Groups and NHS providers to develop joint initiatives that will improve the outcomes for local people living with ABI
- Progress the sale of the land adjacent to Headway House and reinvest the income to develop our services
- Revisit the transport issue and develop proposals for a cost-effective transport solution
- Improve the counselling and therapy facilities at Newick by redeveloping the existing annexe and utilising underused space
- Further develop services for relatives and carers particularly male carers who are often reluctant to seek support and can be hard to reach

Further information

To find out more about our organisation and the services we provide please visit our website at www.headway-hp.org.uk

Alternatively you can contact Michele Fleming, CEO: michele.fleming@headway-hp.co.uk

