



Persona

We're all about you

Annual Report 2020



A Message from our Chair

As I put pen to paper for this year's annual report, my thoughts turn to family. It is impossible to write anything about 2020 without reference to Covid-19, however, I want to focus on the impact on family. My thoughts are extended to those who have lost family this year, a difficult time in any year, but the distancing measures this year have, of course, placed extra strain on families. Everyone at Persona remembers those we have lost.

Families have also been kept apart, and this has, of course, been the balance to be navigated, not only by Persona, but by care organisations across the country and the world. The difficult decisions have really changed the way we go about our business, however, it has been clear to me that relationships between Persona staff and Bury families have remained strong and warm, even if done through distanced measures. That said, the limitations on visiting loved ones has been difficult, and I thank everyone for playing their part in limiting the spread of the virus where at all possible.

Families have also come closer together, with a lot of unexpected time spent under the same roof. Although the Persona family has been working at a distance where possible, many of our team have become even closer to those we support, including locking down with customers. Whatever your role has been, and whatever the impact of Covid-19 has meant for you personally, can I thank you for embracing our **Adaptable** value to its fullest extent.

2021 holds challenges for many, but I do believe at Persona we will continue to help customers live their best life, whatever the backdrop. Our partnership with our shareholder, Bury Council, is a strong one, and we continue to consider ways to develop and innovate services, while recognising the financial constraints faced across the country. We look forward to rekindling relationships with all our partners in the future and developing new ones along the way.

The annual review is packed with reflections, pictures, and memories from a year which has been very different, that I hope you will enjoy taking time to read it. Thank you to the entire Persona team – **Enthusiasm** in full force – who have worked incredibly hard to still inspire and put smiles on faces with alternative events.

The whole Persona team look forward to welcoming customers, families, suppliers and partners, existing and new, to our services going forward, and for you to share and support us in our unwavering purpose to help people live their best life.

Enjoy the annual report!

Stewart McCombe
Chair of the Board





Welcome to the annual review of Persona 2020.

Without a doubt this year has been dominated by the Covid-19 pandemic and the annual review understandably reflects the impact this has had for customers, staff and services. Far from being a story of doom and gloom however, it is a picture of what has been achieved despite the challenges we've faced.

It is a story of people living their **Caring** and **Adaptable** values to the full; working in different locations, working different patterns, locking down with customers and employing every essence of creativity to come up with activities which keep the people we support engaged and living their best life.

Our Technology in Care themed quarter couldn't have been timed better as we moved to more virtual forms of communication, to support our customers to stay connected with their friends and family. We've all become masters of Zoom and FaceTime! Faced with the prospect of people being more restricted to their homes we took the opportunity to develop a fabulous new virtual Activity Hub for all of our customers to connect to, so that they don't miss out on all the fun. It's been amazing to see so many staff and customers volunteering to produce material for the hub and sharing their passions and talents. The hub is something which was born out of Covid-19 but which will grow and develop far in to the future to ensure that people can access support from their own home if that is their preferred choice.

Our purpose as an organisation is supporting our customers to live their best lives, but we can only do that well by supporting our staff to live their best lives too. We understand how important good mental wellbeing is and that was why we started the Wellbeing Hub in 2019 and began this year by training a number of our team as Mental Health First Aiders. We could never have anticipated how much we would need to rely on these resources in 2020. The pandemic has placed a strain on each and every one of us in terms of our mental wellbeing and having the hub means that we can all access the support we need at any time.

This year has certainly been different and one which I'm sure none of us would want to repeat, but I've never been more proud of the way we've reacted and responded to ensure we protect the people we support and each other.

Thank you to everyone who has played their part to make that possible.



Kat Sowden
Managing Director

Our Finance

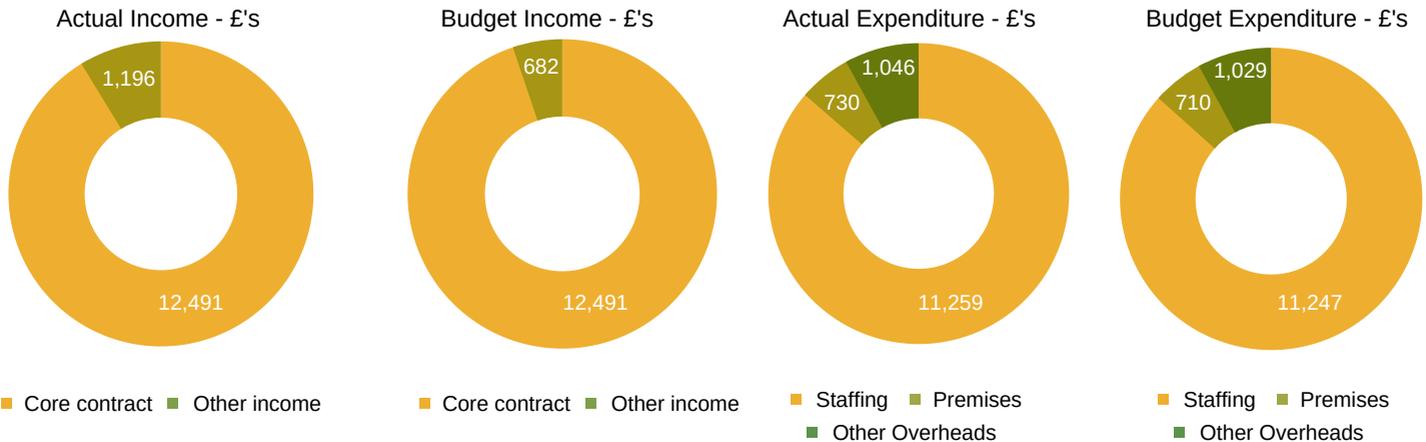
In the financial year to March 2020 we delivered an operational surplus of £652K, which is broadly in line with the surplus for the previous year.

Income from contracts with Bury Council increased by £1,109K during the year, largely due to additional Supported Living and Peachment Place contracts. There was also a small increase in income from other sources, primarily self funding customers.

Our payroll costs increased to support the additional services we delivered and also as a result of pay awards and other inflationary costs.

Despite the increase in income we were able to shear some of our other operating costs with premises costs and all other overheads reducing by over £100K compared to the previous year.

The overall financial performance meant that we started the current year in a good position, which has helped us deal with the challenges we have faced so far.

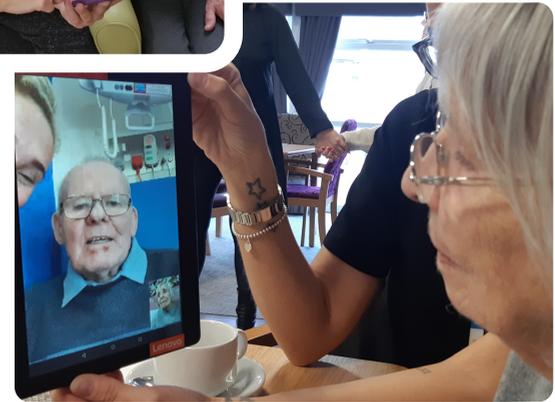
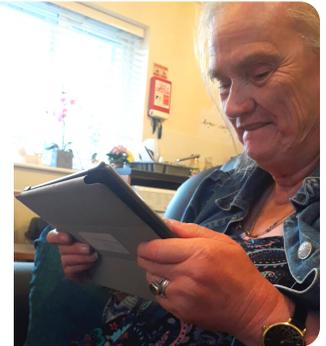


Our Customers

Through 2020, we have continued to support over 500 customers across our days, stays and lives services.

Whilst many of our 24/7 services have continued to run in the usual way, we have had to adapt the way in which some of our services have been delivered. We've had to be creative to ensure that our customers have been supported in a way that is right for them during this time - we even adopted a few new customers along the way!

Changes to our approach have included home visits, support provided over the phone, using digital technology to keep families in touch with each other and creating a free, virtual Activity Hub on our website.



Quality Care

This year the safety of our customers has been paramount in our day to day working and has included a range of additional measures to ensure the safety of the people we support.

We are pleased to say that all our services remain inspected as 'Good' with the Care Quality Commission (CQC) and opposite is a selection of the feedback we have received from our customers, their carers, families and friends throughout 2020.

A selection of our compliments:

'I have found all staff to be happy and friendly throughout, I am sorry to be leaving.'

Customer, Short Stay Service

'Mo and Diane are always at the other end of the phone if I feel there's a problem and I want to speak to them.'

Customer, Bury Shared Lives

'Thank you for all the things you do all year through, you are angels in disguise.'

Tenant, Extra Care Service



'We would like to thank you for keeping going and keeping Nicole safe and well these past few weeks and giving her some normal.'

Customer's Relative, LD Day Service



'The whole team have been absolutely wonderful and I appreciate you all so much. Your response to the corona virus and the support of all the residents has been exemplary.'

Tenant, Extra Care Service

'I would like to commend the staff; they have been both kind & helpful to the residents of the house, the difficulties of the lockdown do not seem to have diminished their resolve. The residents appear to have been looked after with compassion, empathy and dare I say love.'

Customer's Neighbour, Supported Living Service

'Thank you so much for all you do, especially staying open during these testing times.'

Customer's Relative, Older People's Day Service

'We will never forget the kindness you showed, not only to our mum, but also our dad.'

Customer's Relative, Short Stay Service

'You did everything to make Ash feel safe, you are incredible, fantastic, brill. You went above and beyond and couldn't have done more. You are all so wonderful and caring. A big thumbs up.'

Customer's Relative, LD Day Service



Achievements against our Business Plan

Despite the challenges we've faced we have kept moving forwards and we've achieved a massive amount. If it's felt busy this is why....!

In the past 12 months our partnership with the Council has strengthened and we've played an important role at Spurr House in supporting the rapid discharge of patients from hospital during the Covid-19 pandemic.

We've developed our amazing virtual Activity Hub to ensure that people can still access activities and connect with people from the comfort and safety of their own home.



We've seen Extra Care grow and develop, with Peachment Place approaching full occupancy and a number of additional packages of support being provided in this area of the business.

We've reviewed our Older People's day services and developed some exciting ideas for how these services can be transformed to be able to support a wider range of people in the future.

We've invested in a number of new training courses designed to improve the way we manage and support our staff including LEAD management training and Mental Health First Aid.

We held a fabulous virtual Celebration Day for customers and staff to recognise everyone's achievements this year and to celebrate our 5th birthday.

We introduced a number of approaches to help improve quality including 'Lessons Learned' reviews and themed quarters.



Pictures of the Year



Pictures of the Year



Pictures of the Year



Pictures of the Year



Achievements against our Business Plan



Our on-line policy system QCS has been launched to provide staff with up to date policies which are aligned to Persona values and CQC key lines of enquiry.

Spurr House achieved a CQC 'Good' Rating.

We worked in partnership with our catering partner Cuppaccino to develop Persona Roots; a menu to provide people with freshly prepared meals direct to their homes during periods of lockdown.



We've adapted our audit tools to enable them to be used in a virtual way, ensuring we can still assure the quality of our services during periods of lockdown.

We saw significant improvement in our approach to medication management in short stay.



We've adapted our day service delivery to include home visits and telephone support for those people who have been unable to attend a centre.

We've strengthened our internal communications approach, including daily and weekly updates and open Zoom sessions with senior managers.

We've worked flexibly to ensure that those services that needed additional staffing got the support they needed.

Our Customers' Stories



Lucy's passion for animals goes to show just how far determination and hard work can get you. After achieving distinction in her animal studies, she began visiting a local dairy farm shop regularly with her Bury Shared Lives carer. Each time they went she would talk about her interest in working with animals and ask whether there were any jobs she could do. In September 2020 her persistence finally paid off and she is now working five days a week in the dairy. Her employer is so impressed, he is planning to train her to do other jobs on the farm, including feeding the calves.

Staff at Grundy have facilitated weekly FaceTime calls for Janet, who lives in Australia, and her mum. 'This is a godsend for me, because I'm 12,000 miles away' Janet says. 'Because her hearing's not very good, Mum can still read my lips and I can see her face. She's so happy coming to Grundy, she loves it. Every time I speak to her she says 'Oh, it's a tonic!'.



Gary found a new purpose at Bolton Road Community Centre during lockdown earlier this year; mending, painting, tidying and gardening on the allotment. He shared his skills too, teaching staff to use a lawn mower and he proved his green fingers with a bumper strawberry crop. When we shared his successes with him via social media, his response to the many encouraging comments was 'thank you'.

Our Customers' Stories



Pat came to Spurr House from hospital in spring after getting Covid-19; she stayed for seven weeks and made some good friends. Pat was excited, though a little nervous, about going home and was full of praise for Spurr House, saying 'I have really enjoyed my time at Spurr, the staff have been really helpful and can't do enough for me'.

When Vida's love of picture books inspired her to start talking more, her Supported Living team decided to encourage her further, by helping to realise her dream of growing her own library. Following call-outs to the local community we had several donations of books and you can see from Vida's smile just how happy she is about it! Eventually she hopes to open her library up to her friends so they can read the books too.



Customers and staff at Escape took part in a fundraising effort for Macmillan Cancer Research in September, aiming to walk 70 kilometres - the distance to Blackpool. They exceeded their expectations, taking part in 6 walks and covering 143 kilometres to Blackpool and back again! They also smashed their fundraising target and the final total raised was £200.



Our People

This year more than ever, our staff have been truly amazing and our values are shining through.

Staff have adapted to new ways of working and have been creative in ensuring that we continue to **support our customers to live their best life**, even with national and local restrictions in place.

Individual talents including writing and singing songs, playing musical instruments and showing off craft skills are just a few of the ways in which this has been achieved.



Celebration Day

Our usual PersonAwards ceremony was unable to take place this year; instead we held a virtual Celebration Day in recognition of all our staff for their efforts this year.

The event saw over 50 individuals and teams come together to celebrate our 5th birthday and to look back on the successes and achievements both over the last 5 years and in more recent months.



Our People

Learning and Development

Our people are our business, and ensuring that staff have the opportunity to develop the right knowledge and skills to fulfil and develop in their role is key. We offer a range of in-house learning and development options along with a commitment for staff to achieve a qualification relevant to their role.

This year:

44 employees have completed the Care Certificate

9 employees have completed or working towards their Level 2 Adult Care Worker qualification

3 employees have completed or working towards their Level 3 Adult Care Worker qualification

5 employees have completed or working towards their Level 5 Leadership and Management qualification.



Staff Workshops

Health and Wellbeing was the focus of this year's staff workshops and although we were unable to hold all of our sessions, those who were able to attend had the opportunity to **connect** with colleagues, **give to others** by **learning** how to do hand massages and create a handmade bracelet which they could then share with customers, **take notice** by participating in a session of laughing yoga and **be active** during a silent disco!

The workshops aimed to build upon our Persona Wellbeing Hub, which has continued to grow this year with a range of initiatives for staff to access when they need it.

Looking Ahead

We've spent a good amount of time this year thinking about the future vision for our services. Persona is now 5 years old and we're about to embark on the next chapter in the form of a 10 year contract with Bury Council. It's really important that we step up to the challenge that the next few years will bring. There's no doubting that times will be tough – the pandemic has had a devastating effect on the UK economy and it will take years to recover. It is inevitable that as the Council's trading company, Persona will need to play a critical role in supporting the Council to address the challenges they face. This will involve transforming services to be fit for the future including:

- transforming our approach to day services
- playing a lead role in developing an All Age Learning Disability Hub
- developing our approach to Supported Living, including developing support for people with more complex needs
- growing Bury Shared Lives and Extra Care
- developing a more holistic approach to supporting people who are living with dementia

Alongside this we'll be looking at how we can embrace technology more, both to support our customers but also to enable our workforce. Moving to more digital care management and recording is something that we are committed to achieve in all our services in the coming years.



There's a lot to do and in order to achieve it, it's essential that we have clarity of what the priorities are and how these will be taken forward. In the coming year we'll be embedding an approach which is designed to give improved clarity on strategic priorities and clearer ways of evidencing our impact and what we have achieved.

It's going to be another busy few years with many challenges along the way, but there are some great opportunities to do things differently and to 'build back better', playing a key role in supporting Bury residents and contributing to the Bury 2030 Strategy.





Persona

We're all about you

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