



HARTWOOD CARE



WATERLOOVILLE - RECRUITMENT PROPOSAL

Hartwood Care – Background

Hartwood Care was established in 2012 to build and operate care homes within the Hampshire area, offering exemplary care to its residents. It is a joint venture between Hartford Care (care operator), Highwood Group (developer) and Cinnamon Care Capital (finance). Waterloooville will be the fifth home to be added to the portfolio, following completion of our first home, Hartwood House in Lyndhurst, in June 2013 and the current work of ongoing developments in Fair Oak (due to open August 2014), Netley (due to open March 2015) and Romsey (due to open September 2015).

Hartford Care - Background

Hartford Care is a family-owned business, established more than a century ago, which currently owns and runs nine care homes in Southern England. The experienced management team incorporates excellence in customer care at the highest level, health, education, finance, social care and a thorough knowledge of the industry's regulatory authority.

The team at Hartford Care believes that every resident has an absolute right to choose the way they live their lives. Whatever their preferences, the team do all they can to support their residents by providing them with the best possible environment in which to enjoy them. Physical needs are carefully considered and, as such, residents are actively involved in their own care to ensure they retain as much independence as possible. The team also understand the importance of looking after the emotional and spiritual needs of both residents and their nearest and dearest.

Hartford Care is proud of its excellent reputation within the care industry which has been achieved by remaining constant to their core values of care, comfort and companionship.

Employment Opportunities in the New Care Home

Having undertaken extensive research into the care requirements in and around the Waterlooville area, the new home will be offering nursing, residential and dementia care including permanent, respite and day care services.

In terms of employment for the home, there are a number of key points to highlight:

- The home will generate approximately 113 employment positions (see Appendix A, which has been extracted from the Waterlooville business plan). In real terms, this will equate to more than 125 members of staff once blended with further opportunities for part time working and apprenticeships, together with day care services.
- Employment requirements in the home will be very varied (see appendix A). This ensures a broad range of employment opportunities that cover many different skill sets including care, catering, domestic, nursing and management skills. The projected staffing profile will include a mix of staff with experience in care and support and those that will be new to the sector. The home will therefore provide a range of employment opportunities for local people of all ages and skills.
- The employment profile, particularly for lower skilled staff, is aimed at a mix of staffing profiles. Training and career opportunities will be paramount in the new home, as they are and will be in all of the Hartwood Care homes, and various work experience, volunteering and further education opportunities will be available. All of the new homes have dedicated training rooms which are used as an important activity both for shift briefings as well as educational purposes. This home will also give apprenticeship opportunities, enabling younger people to enter the workforce.
- Research has indicated that there may be sufficient demand in the area to increase the beds available to residents with an acute care need. Residents with this type care need require 24 hour care, and hence a staff to resident ratio of 1:3. The projected employment numbers will increase by approximately 5 should these additional facilities be introduced into the home.
- A further point for consideration is the level of day care services being offered. The business plan for the new home is based on the assumption of offering day care services to 10 residents, 5 days a week. The design of the new home should allow space to cater for up to 15 day care residents, and this could be offered 7 days a week, rather than just the current 5 days. This would require an additional 3 staff.
- Therefore, if both the extra acute care beds are offered together with the additional day care facilities, the total number of staff employed in the home would be in excess of 130, making the home a significant local employer.

- It is anticipated that the employment needs will predominantly be met from recruitment within a 3 mile radius of the home. The latest employment data taken from our newly opened home at Lyndhurst (see Appendix B) shows that 68% of personnel live within an 8 mile catchment of the home. Waterloooville however has a significantly larger population profile than Lyndhurst, and as such it is anticipated that a greater proportion of employment will be met from the more immediate local area. The home at Lyndhurst has only been open for approximately twelve months and is still not at full capacity, hence the number of staff is not yet at fully operation levels.
- The map in Appendix C shows the locations of all employment enquiries in respect of the next Hartwood Care home to be opened, Sunnybank House in Fair Oak, which is due to open in August 2014. The map clearly demonstrates that not only is there a great deal of interest from the local population given that there have been over 60 applications to date and the home is still nearly two months from opening, but also that the home will be recruiting the vast majority of its staff from a very small catchment within a close proximity of the home. In fact, 61% of the applicants live within 2.0 miles of the home, with 88% of applicants living within 5 miles of the home.

Waterloooville is expected to be similar to Fair Oak in terms of its catchment area, although given that Waterloooville has a population of approximately 2.5 times that of Fair Oak (Waterloooville has an approximate population of 20,000, whereas Fair Oak has a population of only 8,000), there is expected to be an even higher degree of employment from within close proximity of the home. The proximity of the staff to the home will not only enhance the job opportunities in the local area but will also minimise traffic movements.

- The immediate local business area will also benefit from not only the high level of staff who will be using the local amenities, but also from visitors to the home. This will allow for increased economic and social investments into the immediate and wider area.

Employment Opportunities in the New Extra Care Apartments

The extra care apartments will offer independent living, but with the added benefit that help is at hand should it be required, as well as a basic care package provided for all apartments. The scheme in Waterloooville has been designed with the needs of older people in mind and varying levels of care and support will be available on site.

In addition to the communal facilities often found in retirement living schemes (residents' lounge, guest suite, laundry), the scheme includes a dining room, hairdressers, coffee shop, a computer room, care baths, drug and nursing provision and a commercial kitchen. Domestic support and personal care will be provided by on-site staff.

In terms of employment, there are a number of key points to highlight:

- The 50 new extra care apartments will generate approximately 12 employment positions based on the business plan, although numbers will fluctuate depending on individuals' care needs. It is assumed that a proportion of the staffing will be shared by the care home which will assist in times when the residents care needs become more demanding.
- Under the Section 106 agreement, each apartment will be entitled to 2 hours of care per week. The care staff will also be supported by a Home Manager and ancillary staff who will manage the individual needs of the residents ensuring they are receiving the correct amount of care.
- It is anticipated that the employment needs, as with the care home, will predominantly be met from recruitment within a 3 mile radius of the home (see earlier section on recruitment for the care home). With this in mind the Manager of the home will be actively encouraging public modes of transport to get to and from work.

Appendix A – Staffing Analysis

Proposal for an 80 bed nursing and care home:

55 – Nursing and specialist dementia beds
25 – Residential beds
10 – Day care on a 5 day a week basis

Proposed staffing levels are as follows:

Nursing	staff 1:5 residents
Dementia	staff 1:5 residents
Residential and day care	staff 1:7 residents

Potential staffing roles:



Key:

RN – registered nurse

RGN – registered general nurse

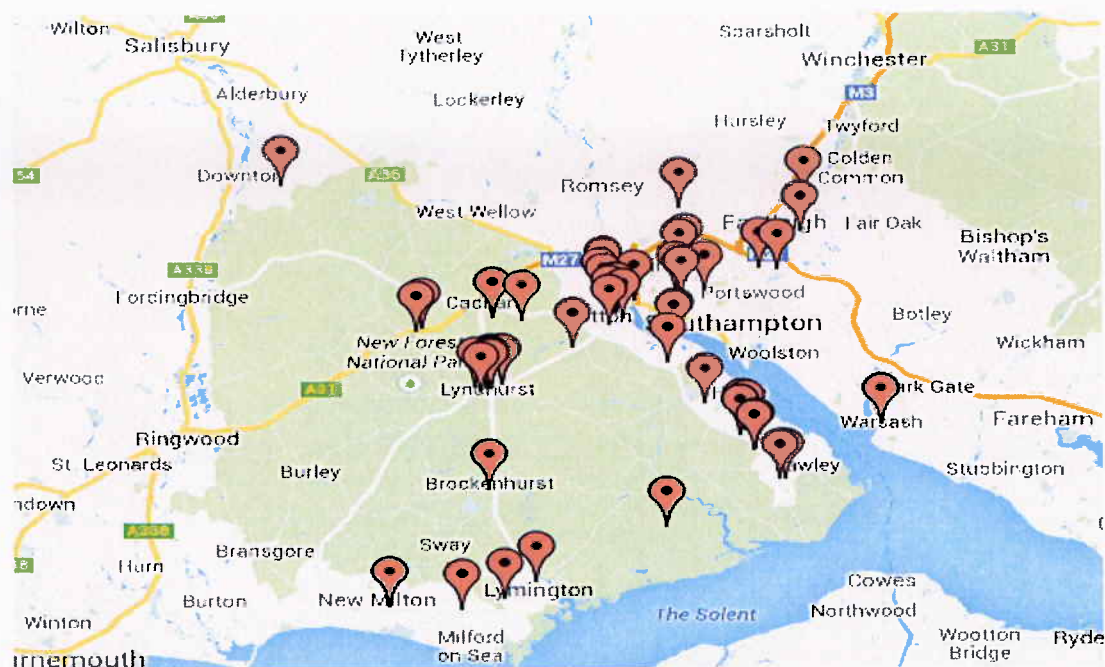
Fully staffed projection (not including Bank contracts, volunteers or work experience):

<u>Role</u>	<u>Number required</u>
Registered Home Manager	1
Deputy Manager (Registered Nurse)	1
Dementia Lead	1
Registered General Nurse (RGN)	9
Senior Care Assistants	4
Care Assistant - day staff	41
Care Assistant - night staff	23
Activities Co-ordinators	6
Senior Housekeeper	1
Housekeepers	6
Chef	1
Cooks	2
Kitchen Assistants	4
Laundry Assistants	4
Maintenance	2
Administrator	1
Receptionist	2
Apprentices - Care	2
Apprentices - Catering	1
Apprentices - Domestic	1
	Total - 113

Breakdown of roles and hours (Full occupancy and staffing):

<u>Role</u>	<u>Contracts (per week)</u>	<u>Total vacancies</u>
Manager	1 x 40 hours	1
Deputy Manager	1 x 40 hours	1
Dementia Lead	1 x 40 hours	1
RGN - day staff	5 x 36 hours, 1 x 30 hours, 1 x 24 hours, 2 x 18 hours	9
Senior Care Assistants	2 x 36 hours, 2 x 18 hours	4
Care Assistant - day staff	23 x 36 hours, 10 x 30 hours, 8 x 18 hours	41
Care Assistant - night staff	11 x 36 hours, 4 x 24 hours, 8 x 12 hours	23
Activities Co-ordinator	5 x 35 hours, 1 x 21 hours	6
Senior Housekeeper	1 x 40 hours	1
Housekeeper	4 x 35 hours, 2 x 28 hours	6
Chef	1 x 40 hours	1
Cook	1 x 40 hours, 1 x 16 hours	2
Kitchen Assistant	3 x 24 hours, 1 x 18 hours	4
Laundry Assistant	2 x 24 hours, 2 x 16 hours	4
Administrator	1 x 40 hours	1
Receptionist	1 x 40 hours, 1 x 16 hours	2
Maintenance	1 x 40 hours, 1 x 16 hours	2
Apprenticeship - Care	2 x 30 hours	2
Apprenticeship - Catering	1 x 30 hours	1
Apprenticeship - Domestic	1 x 30 hours	1
	Total - 3,268	Total - 113

Appendix B – Lyndhurst Staffing Analysis



<u>Distance from care home</u>	<u>Proportion of staff</u>
0 – 1 mile	17.9%
1 – 3 miles	1.8%
3 – 5 miles	14.3%
5 – 8 miles	33.9%
8 – 10 miles	23.2%
Over 10 miles	8.9%
Total	100%

Approximate population of village – 3,000

Prepared by:
Checked by:

Appendix C – Fair Oak Staffing Analysis



<u>Distance from care home</u>	<u>Proportion of staff</u>
0 – 1 mile	51.6%
1 – 3 miles	21.9%
3 – 5 miles	14.1%
5 – 8 miles	4.7%
8 – 10 miles	3.1%
Over 10 miles	4.7%
Total	100%

Approximate population of village – 8,000

Prepared by:
Checked by: