

Kent Workforce Development Service  
Weald of Kent Golf Club, Maidstone Road, Headcorn, TN27 9PT

# "Business Sustainability"

Tuesday 24th May

Ernie Graham  
Owner  
Graham Care Group

# Business Sustainability

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## Graham Care Group:

- Background to the business
- Current context
- Key value drivers
- The way ahead

# Business Sustainability

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## Graham Care Group:

- A family business founded in 1996, owned by
  - Dr Karen Graham - practising GP
  - Ernie Graham – previously 8½ years in international marketing with Shell
- Guiding principles:
  - Long term view (so retain 100% equity)
  - Slow steady growth (with traditional bank finance)

# Business Sustainability

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## Graham Care Group:

- Eight homes in Surrey, Kent, Sussex for c600 residents.
- Focused on residents with nursing needs.
- Developed self contained “care suite” model over the last five years.
- Flexible building design suitable for residents with health &/or social care needs

# Business Sustainability

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## The context.....

- Provision becoming increasingly polarised:
  - Converted vs. purpose built homes
- Providers highly fragmented - 60% of care home places operated by providers with 1 or 2 homes.
- Low penetration of technology
- Outcome based regulation.....at long last!
- Small operators can compete due to operational *dis*-economies of scale

*Lots of potential for development.....*

# Business Sustainability

*.....but there are real risks.....*

- Reputation
- Occupancy
- Regulation
- Gearing / leverage
- Competition
- Staffing



# Business Sustainability

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Key value drivers:

- Organisational structure
- Governance arrangements
- Built environment
- Technology

# Business Sustainability

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## Value Driver: *Organisational structure* .....

- .....affects ability to deliver personalisation & choice
- Highly personalised client outcomes require highly personalised staff management!
- Implies a move from “command & control” to “servant-led” approach



# Business Sustainability

	Command & Control	Servant Leadership
<b>Business Metaphor</b>	Organisation is a machine	Organic structure of relationships
<b>Authority</b>	Top down	Participation by entire group
<b>People</b>	Instruments of production	Greatest assets and sources of creativity
<b>Leadership Style</b>	Distant and detached	Connected and present
<b>Supervisory Approach</b>	Dictate, control, punitive	Listen, facilitate, encourage
<b>Service Orientation</b>	Self-serving – What can you do for me and the organisation?	Others serving – what can I do to help you fulfil your goals and mission?

# Business Sustainability

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## Value Driver: *Governance* .....

- Vulnerable clients need robust regulation.....
- .....and robust regulation needs robust governance arrangements!
- Complexity of regulatory environment means “a set of manuals” is no longer sufficient.
- All outcomes need independent review.....
- .....costs money, but critical value driver!

# Business Sustainability

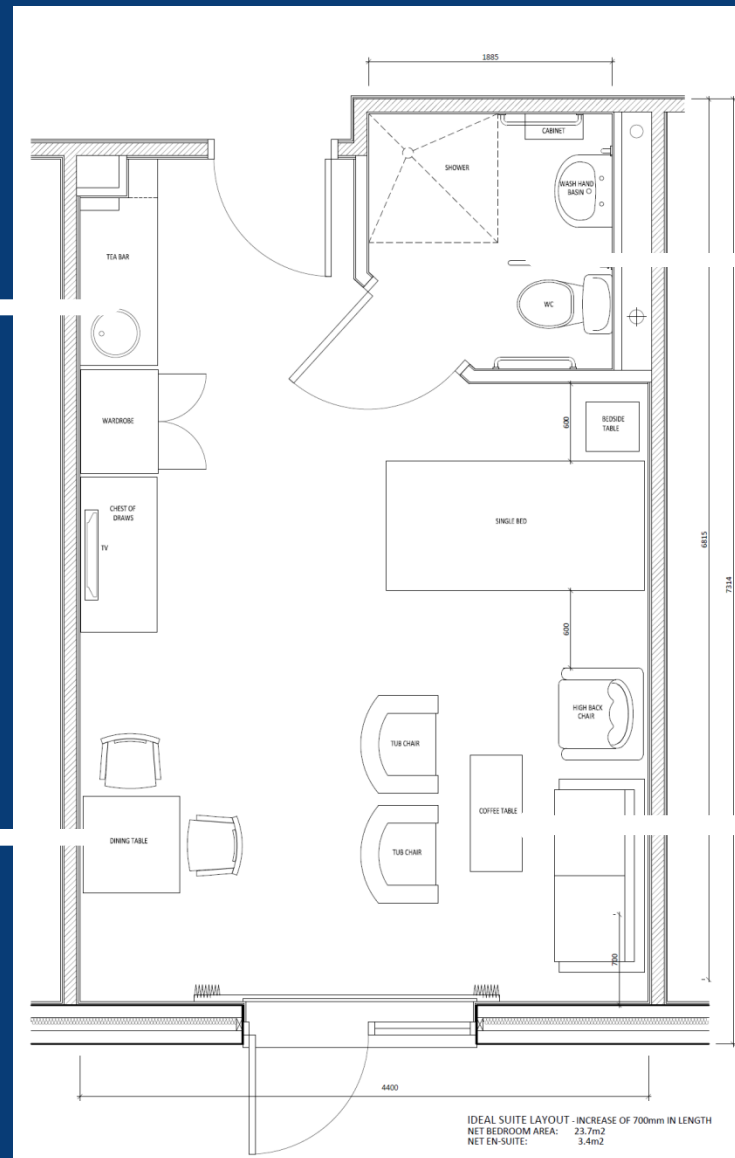
Value Driver: The built environment.....



# Care Suite

Small Tea Bar with integrated fridge & sink

Dining table for resident & guests



En-suite wet room with WC & shower

Social space for residents & guests





**The Graham Care Group**  
Nursing Homes & Care Suites  
Relationship Centred Care™

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Value Driver: *The built environment.....*

- Based on “resident experience” not staff convenience.
- Suites give residents their “own front door”, (not just a bedroom to sleep in!) and provides space to socialise in privacy with friends & family.
- Designed in groups of up to 30, based on social compatibility, not medical diagnosis.

# Business Sustainability

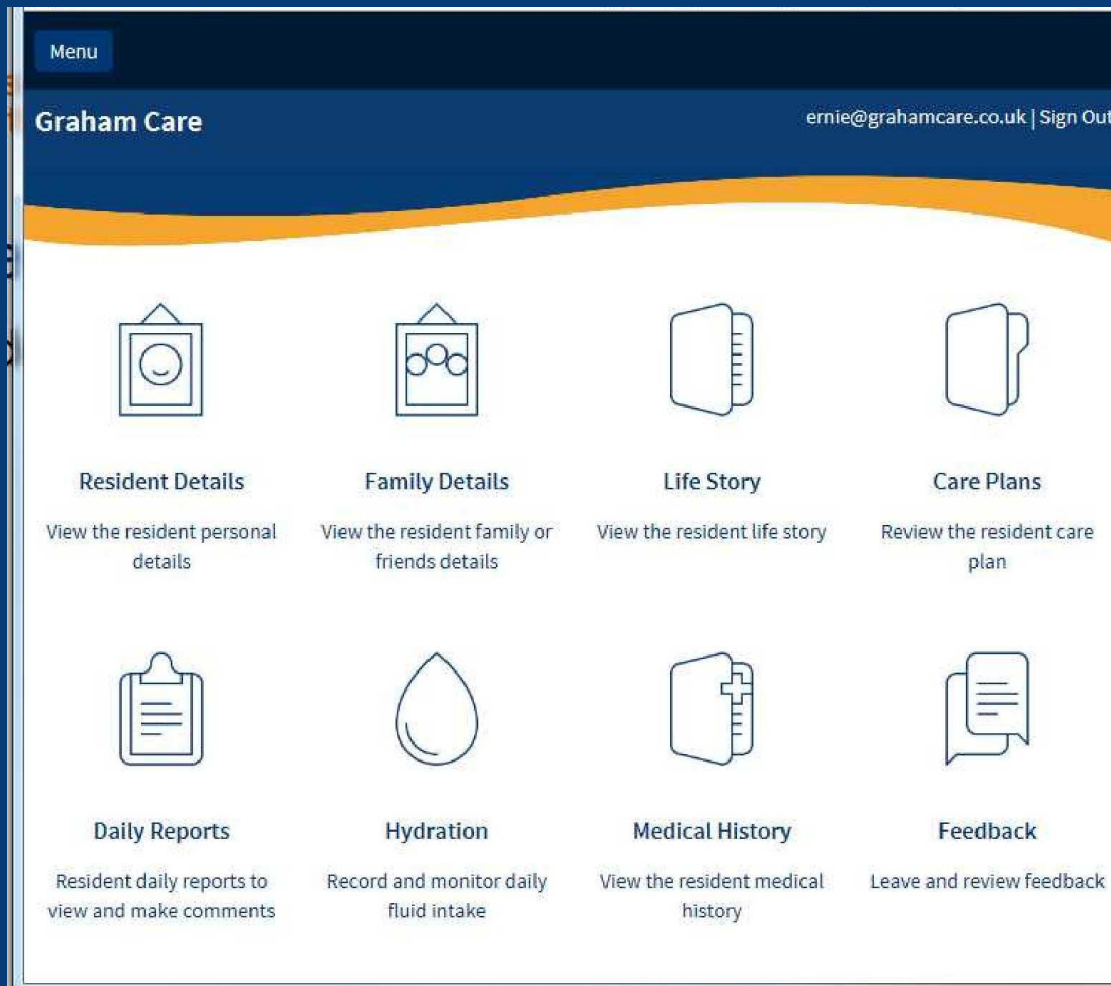
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## Value Driver: *Technology*.....

- Care delivery/regulation involves large volumes of data, so electronic records are essential.
- Currently low penetration of technology in the sector, so big opportunity.
- Lots of relatively cheap technology available  
(Cost breakdown 20% system, 80% content)
- Main areas:
  - Record keeping & Communication
  - Health (vital signs) monitoring
  - Location monitoring/alarms
- Implementation is the big impediment!

# Technology - Resident Information System



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# Use of Technology - Hydration Recording



# Use of Technology – Care Records

## Daily Reports

[Add Note](#) [Incident Report](#) [Print](#) [PDF](#)

End of shift report

08/12/2015 16:00:34 [Manager01 Dev](#) [Add comment](#) [Like](#) 0 [Dislike](#) 0

Bit of a late start to-day, so feel ready for a late night. Good that my care plan isn't rigidly enforced, but slightly concerned what might happen at my next care review.

13/11/2015 13:15:02 [Ernie Graham](#) [Add comment](#) [Like](#) 14 [Dislike](#) 0

Great evening and amazing people and their stories. Thank you. Ernie love the care plan so interactive..... Bhavna Keane-Rao

16/11/2015 17:08:03 [Bhavna Keane-Rao](#) [Add comment](#)

Ernie, you're in great company getting up late- Churchill being an example(the prime minister not the dog). Looking forward to a terrific evening! Peter Grose

13/11/2015 17:39:49 [Peter Grose](#) [Add comment](#)

# Business Sustainability

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## The way ahead.....

- Develop a service-oriented culture (through the principles of "servant leadership").
- Make good quality physical care a given, evidenced using technology.
- Differentiate the residents' social experience through relationships with families and friends.
- Invest in "fit for purpose" buildings.