



Our Impact 2021/22

Caring is our way of life

Kind Supportive Trusted

Contents

- 3 About RMBI Care Co.
- 4 Our year in numbers
- 5 Chairman and MD's foreword
- 6 Our year: Care and safety
- 8 Meet our residents
- 10 Investing in our Homes:
Queen Elizabeth Court
- 12 Investing in our Homes:
Prince George Duke of Kent Court
- 14 Recruitment focus
- 16 Staff wellbeing
- 18 Our finances
- 19 Governing body
- 20 Our care home locations



About RMBI Care Co.



1,000+

RMBI residents across
England and Wales

At RMBI Care Co. we provide residential care, nursing care and residential dementia support to older Freemasons, their families and people in the wider community. We have been caring for older people for over 170 years and today we support over 1,000 residents across our 18 care homes in England and Wales.

We treat each person as an individual. We believe that everyone should be able to enjoy later life and we are here to help our residents stay as independent as possible but also provide support when it is needed.

We have a passionate and skilled team who deliver the highest quality of care to our residents and we live by our values, which are **Kind**, **Supportive** and **Trusted**.

RMBI Care Co. is part of the Masonic Charitable Foundation – a grant-making charity that encourages opportunity, promotes independence and improves wellbeing for those that are in need, disadvantaged or marginalised. Every year, the Masonic Charitable Foundation gives over £5.5 million to support charitable projects in communities across England and Wales, as well as medical research. A wide range of grants and services are also available for Freemasons and their families who are experiencing difficulty.



RMBI Care Co. – Top ‘Mid-size
Care Home Group 2021’



Albert Edward Prince
of Wales Court – ‘Top 20
Care Home in Wales 2021’



Prince Michael of Kent Court, December 2018
Devonshire Court, December 2018
Connaught Court, April 2021



Learning at Work Week
– Impact Awards 2021



Prince George Duke of Kent
Court – Great British Care
Awards 2020

Our year in numbers



547

people moved into an RMBI Care Co. Home in the last year for permanent support or for a short stay*



Three

'Outstanding' rated Homes and 14 'Good' or 'Fully Compliant' Homes with CQC and CIW



£12m

provided in charitable support to residents**



£750k+

invested to enhance the dementia spaces at Prince George Duke of Kent Court and Queen Elizabeth Court



Foreword

It has been an eventful year for RMBI Care Co. As a charity, we continued to respond with resilience and the utmost professionalism to working in a pandemic for a second year. During this time, we maintained high standards of care and support to our residents and their families. Our hope is that we progress through 2022 as a stronger and more dynamic organisation from our shared experiences.

In 2021, we were shortlisted for the HR Excellence Awards, in recognition of our Crisis Management Strategy and support for staff through our Health and Wellbeing Strategy. We continue to strive to be an employer of choice, embodying our values: Kind, Supportive and Trusted. Carehome.co.uk recognised us as a 'Top 20 Mid-size Care Home Group' for the fifth year running, and Albert Edward Prince of Wales Court, in Porthcawl, was identified as a 'Top 20 Care Home' in Wales. The awards are based on reviews submitted by residents and their families. Achieving such standards during a pandemic is all the more remarkable; it is a strong reflection of how we support those that live and work in our Homes.

Our staff continue to wear Personal Protective Equipment (PPE) and testing remains in place for all visitors. Our Homes have retained strong regulatory ratings, and they passed all infection control inspections during the pandemic due to our robust internal audit and governance procedures.

Over 500 new residents moved into one of our Homes in 2021, which is a higher rate than what we saw in 2019, pre Covid-19. This demonstrates the ongoing demand for our services, especially our nursing care and dementia support services.

The Board and Executive Team have agreed an ambitious 20-year vision for our charity. Over time, this will see an increase in the support that we are able to provide to our beneficiaries. This includes new build developments, like our first care home in over a decade, which opens later this year in Berkshire.

Thank you to our residents, their families, friends and our staff, who make our charity what it is today. Thank you to the MCF, our Trustees, Executive Team, members of our Associations of Friends and the wider community of Freemasons for all their work and support during the past 12 months.

John Boyington CBE, Chairman
Mark Lloyd, Managing Director

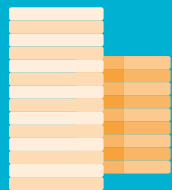


John Boyington CBE, Chairman



Mark Lloyd, Managing Director

Our year: Care and safety



£3m

received in government
grants during the
pandemic



£1m+

spent to secure PPE
for all staff

In time, we will look back on the pandemic and remember the stories of our residents and staff, and the lasting impact the experience has had on each of our lives.

Retaining an older persons charity within the 'storms' of a pandemic, often with a lack of clarity in guidance from the Government and statutory agencies, has perhaps been the biggest achievement for RMBI Care Co. A Covid-19 review group, which consisted of specialist managers, formed early to ensure the health and safety of our residents and staff.

Our commitment to purchase PPE in excess of £1m remains one of the most important actions taken to protect our staff, ensuring plentiful supplies were available at the beginning of the pandemic. Our innovative Property Team, who created visitor pods in every care home, enabled us to support family visits throughout the past year. We also shared regular communications with residents and families to update on the changing Government guidance and how it affected them.

Maintaining strong communications with our staff was just as crucial to give assurance and to address any concerns. We created a monthly digital newsletter for staff called 'Keeping Strong

Together,' which included a personal message from our Managing Director. Purchasing Zoom, an online conferencing platform, prior to the pandemic, also helped inspire our teams to find new ways to stay connected.

Respecting the rights of families to visit loved ones is always a key priority; however, we faced many tough decisions, including restrictions imposed by public health agencies under Government guidance. We worked closely with local health authorities to ensure minimal disruption to family visits, whilst keeping our residents and their relatives informed.

Over the last two years, all our Homes have experienced cases of Covid-19, occurring in three distinct waves. The initial 'Alpha' wave affected our northern Homes, the 'Delta' wave was experienced more in the south, and the most recent 'Omicron' wave was widespread. Sadly, 114 residents passed away with Covid-19 during this time. Around 800 staff members, about 50% of our workforce, also tested positive, and I am pleased to say they all recovered. These are

extraordinary statistics and very much in line with what the wider social care sector experienced.

Fortunately, we were able to benefit from various Government grants, totalling around £3m. We responded to the mandating of vaccinations for social care staff and succeeded in retaining most of our workforce. Our staff received a financial bonus to recognise how they went beyond the extra mile, and we now have a greater understanding of the importance of mental health and wellbeing for both our residents and our staff.

Recognition of national awards is a fitting tribute, but where does it leave our charity after the end of a pandemic? Impact Reports are about demonstrating how we have made a difference to people's lives. More so than at any other time, we have provided safety and security, whilst maintaining our focus on quality outcomes. We have seen the charity emerge as a more dynamic and inclusive provider of residential, nursing and residential dementia care, with a well skilled workforce who are more resilient for their shared experience.

RMBI Care Co. continues to operate within a challenging social care market. The demand for our services remains strong, and we continue to focus our care and support by living our values and helping to make a positive difference to our residents' lives.



Our residents' stories

Ron Shelley, Connaught Court, York

In August 2021, staff at our 'Outstanding' CQC rated Home, Connaught Court in York, helped resident Ron Shelley to fulfil a life-long ambition: to fly in a hot air balloon over Yorkshire

Ninety-nine-year-old Ron told staff that he would dearly love to take to the skies. The Home, which set up a 'Dreams come true' project to support residents to fulfil a special wish, were keen to support Ron to make his dream come true.

During the Second World War, Ron was a wireless operator. He was sent to France six days after D-Day in 1944, aged just 22. He was involved in sending out false missives to "confound and confuse" the enemy. Ron left the Army as a Sergeant, receiving a number of medals in recognition of his immense bravery.

Later, Ron met and married the love of his life, Thelma, and they had two sons. Sadly, Thelma passed away in 2018 after 64 years of "wonderful marriage". Ron now has five grandchildren and five great-grandchildren. He has been living at Connaught Court for three years and remains active and involved in Home activities.

"I thought it would be a thrilling one-off experience, a once in a lifetime trip, so I'm seizing the chance while I still can!"



Our residents' stories

Pamela Brett, Prince Michael of Kent Court, Hertfordshire



Ninety-year-old Pamela Brett has lived at Prince Michael of Kent Court, our 'Outstanding' CQC rated Home in Watford, Hertfordshire, for six years.

One of the Home's most active residents, Pamela, better known amongst residents and staff as 'Pam,' keeps fit by cycling in the Home's new gym every day and always takes part in the Home's weekly exercise classes.

During her career, Pam worked as a tracer in a drawing office. She has always enjoyed keeping active, including going to the gym and swimming. She was also a Lady Mason before she had children, which she really enjoyed. Pam was very young when the Second World War started but she recalls her dad being on

watch, having a big shelter in her family's garden, and having to change schools several times.

Pam lives at the Home with her husband Tony and enjoys taking part in the many social events the Home has to offer. The couple have been married for 66 years and Pam says her greatest achievement is her two sons and her four grandchildren.

Naturally, Pam's secret to a long life is to exercise regularly, eat well and to avoid smoking and alcohol.



Keeping fit is important to me. When I cycle, I often play a YouTube video, which takes me along scenic views of the Cotswolds, and really helps with motivation."



Investing in our Homes

Over the last year, we have continued to invest in our Homes, transforming some of the areas to enhance the care and support we provide for our residents living with dementia.

Queen Elizabeth Court, Llandudno

In October 2021, we invested £500,000 to refurbish parts of Queen Elizabeth Court in Llandudno.

The Home's new layout increases the number of people with dementia they can support, from seven to 19.

As part of the changes, two distinct 'Houses' have been created, each having a 'home from home' feeling – which is important for the wellbeing of people living with dementia.

The changes will help residents to feel safe and secure, whilst enabling them to get the best out of every day. These smaller 'Houses' each have its own comfortable lounge, dining room and kitchen.

Matt Raslawski, the Home's Dementia Lead, is passionate about supporting residents to live meaningful and fulfilled lives. The dementia care and support is focused on promoting people to feel valued and included, celebrating what residents can do, rather than what they cannot.

“At Queen Elizabeth Court, we understand that each person is unique, with their own life history, personality, likes and dislikes. The new spaces have helped to create a warm and welcoming space for our residents and their families.”

Michelle Beer, Home Manager



£500,000+

invested to enhance
the dementia areas at
Queen Elizabeth Court



The Home can support
19 people living with
dementia.

Prince George Duke of Kent Court, Kent



In Chislehurst, Kent, we invested £250,000 to enhance the living environment at Prince George Duke of Kent Court for our residents living with dementia.

The care home, which supports up to 73 residents, has undergone a refurbishment to part of its first floor to create a 'house model' dementia environment. The new area can support 19 residents living with dementia. There is an open lounge and dining room, creating a central point for residents to go to for socialising, relaxing, or to enjoy different activities.

Other new spaces include a country kitchen, sensory zone, technology zone and an 'outside inside' area. The 'outside inside' area has been designed to bring the 'outdoors indoors', from the wall décor to the furniture and by introducing pets. The roof terrace will also be a place of interest with animals and a water feature.

Prince George Duke of Kent Court opened its doors in 1968. The works have added innovative, fresh and modern facilities to a well-established care home, which is full of character and already enjoys vast outdoor spaces, including a putting green and garden area.

Simon Doherty, Home Manager at Prince George Duke of Kent Court, said: "The new environment is based on the current good practice dementia design. We have carefully considered the different areas in the Home's redesign, from lighting to suitable colour schemes and newly themed areas with a reminiscence approach, as well as introducing pets and increasing our use of sensory equipment."

"We have worked closely with our residents to develop these spaces and believe that the new areas will truly enhance and promote their health and wellbeing."

Simon Doherty, Home Manager



£250,000+

invested to enhance the dementia areas at Prince George Duke of Kent Court



The Home can support 19 people living with dementia.



Artist's impression of the new-build Home at Lord Harris Court in Berkshire.

New build care home and retirement community

Our new build care home at Lord Harris Court, in Berkshire, will officially open this autumn. The new Home is designed to support residents with nursing and residential dementia care. The enhanced environment, including the facilities and equipment, will mark this Home as a flagship for our future aspirations.

We continue to make plans to build a retirement community in Berkshire. This new service will provide care and support to the younger retired community who are more independent, but will have the security of knowing that support is available if needed, as well as a social community lifestyle.



Shortlisted
for HR Excellence Awards
2021 for Best Health and
Wellbeing Strategy, and
Best Crisis Management
Strategy.



Commended
by Learning at Work
Week 2021

Recruitment focus

In September 2021, a Recruitment Manager joined to support our care homes to recruit quality candidates. This enabled us to review our recruitment processes and focus on activities to increase interest from the right types of candidates.

Activities to attract quality staff have included a full review of our vacancies, ensuring we have a values based approach to recruitment. We increased our social media activity with sponsored campaigns on Facebook, Instagram, LinkedIn and local online community groups. We also advertised with local colleges and universities, and linked with government initiatives like 'Made with Care' to help drive new candidates to our website.

To increase interest, we trialled virtual open days and revamped our marketing materials including banners, posters and leaflets. Working with our Marketing Team, we enhanced the careers section of our website to highlight why our staff love working with us. We also captured this staff sentiment in a promotional video, which features on our careers webpage.

Other activities include frequent market rate analysis across our Homes' locations to ensure pay rates remain competitive. We signed the Armed Forces Covenant to help build our

reputation as a Forces-friendly employer, and now advertise vacancies to members of the armed forces, veterans and their family members.

Although our main advertising platform, Indeed, saw a decrease in vacancy views in 2021 from the previous year, the traffic and the number of applications we received increased. From October to December 2021, applications rose by 23% from the previous three months. We also saw an increase of almost 30% in applications from the same period in 2020, in line with many of our key activities taking place.



Our staff stories

Anne Stobart

Home Manager at Harry Priestley House, Doncaster

"I have been with RMBI Care Co. for 17 years. I started as a Care Support Worker on bank staff, and enjoyed it so much that I applied for a full time position when a vacancy opened up. Several years later, I took on the role as the Deputy Home Manager and later, I was promoted to Home Manager.

"Taking on the role of Home Manager, I was given a mentor as well as a 'buddy,' a Home Manager from one of our other Homes to support me. I have attended various leadership management courses over the years and developed a good relationship with my Regional Manager, and I attend regular manager meetings.

"The pandemic has really affected recruitment in the care sector. Sadly, I have witnessed excellent carers leave care to pursue other paths and these positions have been difficult to fill. Candidates are not coming forward in

the way they used to; however, the starting bonus RMBI Care Co. offers has recently helped to fill some of our vacancies.

"Working in care is a very rewarding career; caring for others is a huge privilege. It allows you to have a positive impact on people's lives. There are also many opportunities for career progression or to work towards professional qualifications.

"The most rewarding part of my role is knowing I've made a difference to the people we care for every day; seeing them happy, content and living as one big, happy family."



Staff wellbeing

We started our Wellbeing strategy over five years ago to support our staff to maintain excellent health and wellbeing.

We have an Employee Assistance Programme (HAPI) in place with a number of features, including 24-hour access to telephone support with trained counsellors, discounts with national retailers and health and wellbeing initiatives. We have Wellbeing Champions in all our Homes, who regularly meet to plan themed events to raise awareness amongst staff.

In 2021, our staff took advantage and saved over £4,000 by accessing discounts on our HAPI app. Sixty-four percent of our staff are now registered on the platform, which is 24% above the average for the sector. Over thirty staff members have accessed the counselling services available on the HAPI app. An additional counselling service was launched in 2020 to support staff to access professional advice at a local level if they needed support with their mental wellbeing.



In 2021, we launched our Menopause Policy and, in association with the Wellbeing of Women charity, we are working towards becoming a menopause friendly employer.

Staff feedback after accessing local counselling support through RMBI Care Co.

"I have gained coping strategies and a completely different outlook on life. I truly owe it all to RMBI Care Co. and the Wellbeing scheme that's in place. I can't believe the difference it's made to my life and I have urged others to use the service. I'm proud to say how far I've come."

"Last year, my manager offered me counselling as I was going through a tough time. I started sessions quickly as I was suffering from depression and anxiety. My counsellor was supportive and helped to build my confidence. Today, I receive great support from my manager and RMBI Care Co. has helped me with my wellbeing."



Feedback from our virtual Compassion Fatigue training sessions with staff:

"I really enjoyed the course. It was nice to feel that I matter."

"Just a big thank you for taking seriously the issue around Compassion Fatigue and doing something proactive about it."



Our staff stories

Anna Mason

Wellbeing Champion

Anna Mason, Chef at Connaught Court in York, is part of our network of Wellbeing Champions at RMBI Care Co., helping to organise activities for staff to prioritise their mental health and wellbeing.

"The most successful wellbeing activity at Connaught Court was in April last year where we held a 'let's get physical' month. A group of around 20 staff members wore fitness trackers and took on a step challenge. Within a month, we had calculated just short of 4,000 miles, which was a massive achievement. The group was full of encouragement; we shared pictures, places to walk and everyone was supportive and cheered each other on.

Most of my ideas and initiatives come from a 'wellbeing calendar' created by HR and the Wellbeing Champions. I attend

meetings to share ideas from across the Homes, conduct online research but most importantly, I try to listen to ideas from staff at our Home about how they want to drive wellbeing activities forward.

My top tips to staff to support their physical wellbeing are to keep active, exercise regularly, eat well, keep hydrated and get a good night's sleep. For mental wellbeing, I encourage staff to take time to relax, be kind to yourself, go at your own pace and only do things that you feel comfortable doing. If you need to, reach out and connect with others, as it will make a difference.

Our Finances

During the financial year, income from charitable activities reduced by 7% due to a reduction in occupancy levels following the pandemic. However, this was offset by additional grants from the MCF, Infection Control grants and Covid-19 Job Retention scheme grants.

The total income, inclusive of donations and grants of £58.1m, was 11% higher than the previous year. Payments from Local Authorities towards the care of our supported residents, were far lower than the cost of providing quality care. To cover this shortfall, we provided charitable support to residents totalling almost £12m.

Generous donations from the Masonic community amounting to £11m, via the MCF, helped strengthen our financial position to achieve operational targets and enable effective service delivery. The expenditure on charitable activities registered a 3% increase from the previous year.

The consolidated net operating results was a surplus of £3.7m compared to the previous year's operating deficit of £7m. We had a good start to the 2021/22 financial year with higher than projected occupancy levels, and are cautiously optimistic for the year ahead.

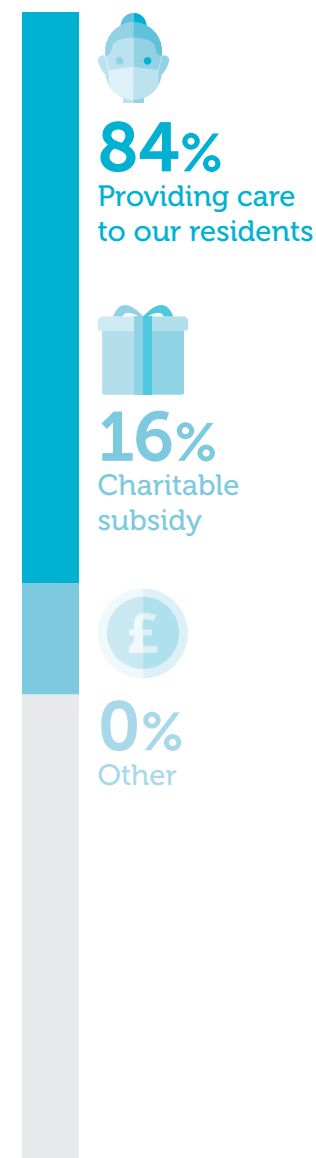
RMBI Care Co. has invested around £6m to build a brand new care home in Berkshire. A further £2m was invested in improving our existing care homes by refurbishing facilities and maintaining properties to the highest possible standards.

The value of RMBI Care Co.'s investment portfolio, inclusive of social investments, increased by 4% to £36.5m. Net assets at the end of the year was £121m.

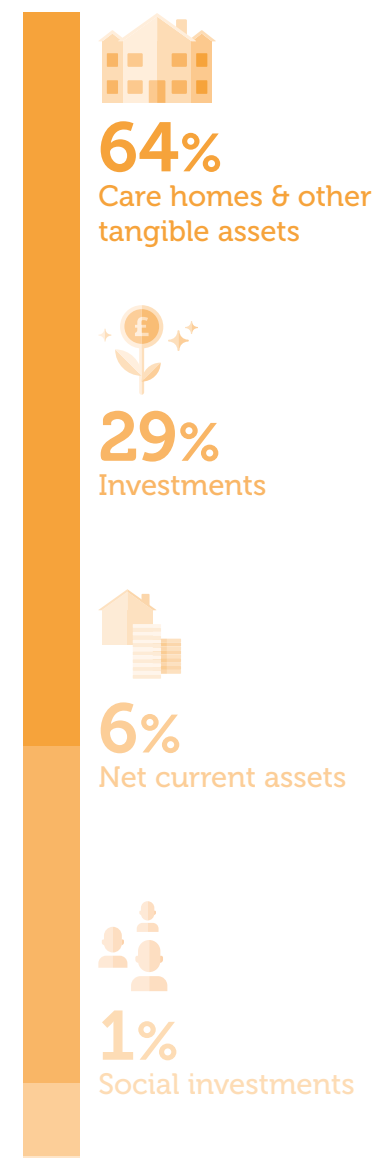
£63.3m
Income



£71.3m
Expenditure



£120.6m
Assets



Governing body

The ongoing support of our Senior Leadership Team, Governing Body and the community of Freemasons, ensures that we are able to deliver the highest level of care and support to residents living in our care homes.

The charity has an appointed **Board of Non-Executive Directors** who have responsibility for the strategy and delivery of all legal obligations. They are:

John Boyington, CBE
David Southern
Sushil Radia
Sylvia Short, OBE
Ian Newby
David Snowdon
Chris White
Charlotte Miller
Mark Constant
Martyn Yeats
Malcolm Vede

Grand President

MW Bro HRH The Duke of Kent, KG
Grand Master

Deputy Grand Presidents

MW Bro PG Lowndes
RW Bro J Spence
RW Bro Sir David Wootton

Grand Vice Presidents

RW Bro DA Buswell
VW Bro CJ Caine
W Bro PE Cornish
Mr DR ff Innes
W Bro RW Marks
RW Bro JE Moore
RW Bro JH Newman, OBE
RW Bro RJ Race, DL
W Bro J Reuther
RW Bro W Shackell, CBE
W Bro D Vine
VW Bro RJ Wade

The Senior Leadership Team

Mark Lloyd
Managing Director

Louise Bateman
Group Human Resources Director

Brett Edwards
Health and Safety Director

Kevin Harris
Development Director

Marc Nelson-Smith
Property Director

Lal Ranasinghe
Finance Director – Operations

Karen Salley
Care Operations Director

Find your local RMBI Care Co. Home

At RMBI Care Co., we provide residential care, nursing and residential dementia support to older Freemasons, their families and people in the wider community.

We have been caring for older people for over 170 years and today we support over 1,000 residents across 18 care homes in England and Wales.

Contact your preferred Home today to find out more about our services.

1 Albert Edward Prince of Wales Court, Bridgend
Tel: 01656 785 311

2 Barford Court, Hove
Tel: 01273 777 736

3 Cadogan Court, Exeter
Tel: 01392 251 436

4 Connaught Court, York
Tel: 01904 626 238

5 Cornwallis Court, Suffolk
Tel: 01284 768 028

6 Devonshire Court, Leicester
Tel: 01162 714 171

7 Ecclesholme, Manchester
Tel: 01617 889 517

8 James Terry Court, Croydon
Tel: 020 8688 1745

9 Lord Harris Court, Berkshire
Tel: 01189 787 496

10 Prince Edward Duke of Kent Court, Essex
Tel: 01376 345534

11 Prince George Duke of Kent Court, Kent
Tel: 020 8467 0081

12 Prince Michael Of Kent Court, Watford
Tel: 01923 234 780

13 Queen Elizabeth Court, Llandudno
Tel: 01492 877 276

14 Scarbrough Court, Northumberland
Tel: 01670 712 215

15 Shannon Court, Surrey
Tel: 01428 604 833

16 The Tithebarn, Liverpool
Tel: 0151 924 3683

17 Zetland Court, Bournemouth
Tel: 01202 769 169

18 Harry Priestley House, Doncaster
Residential care for adults with learning disabilities.
Tel: 01405 814 777

RMBI Care Co. is part of the Masonic Charitable Foundation – Funded entirely through the generosity of Freemasons, their friends and families, the Masonic Charitable Foundation (MCF) builds better lives by encouraging opportunity, promoting independence and improving wellbeing. For more information, please visit: www.mcf.org.uk

The Royal Masonic Benevolent Institution Care Company

60 Great Queen Street, London, WC2B 5AZ

Phone: 020 7596 2400

Email: enquiries@rmbi.org.uk

Registered Charity No: 1163245

Company No: 1293566

www.rmbi.org.uk

www.facebook.com/thermbi
www.twitter.com/thermbi