

Annual Review 2017 / 2018

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Foreword by the Chief Executive Officer

Once again 2017/2018 has been a year of growth and positive change for the business. The most significant of which was the purchase of Welbeing by Doro Group, Sweden.

Having had the honour of leading Welbeing since the beginning of 2014, it was very important that any approach for acquiring the business was carefully reviewed by the Board of Directors as being the best for the shareholders, employees and our service users. It goes without saying that the commercial aspects of the transaction were important, however, it was the synergy in culture and passion to support vulnerable service users that convinced the Board that Doro was the organisation to take Welbeing forward. Doro had a clear strategy to enter the UK telecare services sector with a business that had the capacity to grow and further develop. They wanted a business which would live up to the Doro values and operate at the highest level and one with people who were passionate in applying technology to keep people safe.

From Welbeing's perspective we were looking for an organisation that would add a high level of expertise and help the business safely navigate itself through a technically challenging period, of which the rise in the 'internet of things' and the pending digitalisation of the UK telecommunications network are significant. Doro is a telecoms and services organisation dedicated to the senior sector and has a unique understanding of the impact of telephone network digitalisation, having supported its Swedish customers during the digitalisation of its telephone network. Doro is also investing heavily in solutions for the internet of things that will significantly enhance the lives of seniors and relatives of service users and as such was an ideal company for Welbeing.

In other news, this time last year we had acquired a new head office in Eastbourne that we had not yet moved into. The relocation required significant effort by the team as it was not a simple process - requiring the relocation of two separate facilities into a single new location. However, I am pleased to say that the move has been a triumph in bringing all Eastbourne based employees back together, improving inter-departmental communication and providing us with a bright uplifting office environment. We also took the opportunity to move our Dereham contact centre into new larger offices. This investment and additional space has allowed further business to be undertaken and as a result we have seen customer connections at Dereham grow fourfold from 5,000 to 20,000 - a fantastic achievement by the team.

The upgrade of our call centre platform is still a work in progress due to ongoing integration difficulties, so in the meantime we have had the incumbent supplier carry out a number of system improvements.

We have also, along with many other telecare call centres, had to deal with the consequences of the additional pressures on the ambulance service.

We are working with these services across the country to develop protocols which will enable them to prioritise calls and which will enable our customers to receive the best service possible. We have also, in response to this issue, strengthened our own in-house responder service.

We have also had a period of recruitment expansion, increasing our workforce from 131 to 180. With a large workforce comes the need for staff training and continuous quality improvement and we recruited Anthony Anderson to the new position of call centre trainer and Jon Abel, previously an engineer team leader, was promoted into the newly created role of technical support supervisor.

Looking beyond 2018, we recognise the TECS sector will need to get ready for the forthcoming digitalisation of the UK's telephone network (planned for 2025). To ensure we are well placed to support our customers we are working with BT's project team to better understand the impact on the sector. This includes providing samples of older analogue equipment for testing on their new network, through to advising BT on the needs of vulnerable service users.

Whilst we recognise these are challenges for the industry as a whole, we also recognise that our new relationship with Doro will place Welbeing into an advantageous position of having a TECS parent organisation that has already supported this process in Sweden. For this and many other reasons we are embracing 2018 and beyond with energy, enthusiasm and confidence. Welbeing has achieved unparalleled growth at a time of industry contraction and consolidation and will continue to do so in the coming year.

Steve Smith
Chief Executive Officer

About us

We're committed to helping the vulnerable and elderly live an independent life. Welbeing is one of the leading telecare companies in the UK. We offer high quality, fully integrated managed services and work closely with our customers to develop innovative, cost effective solutions.

Our purpose

Empowering people to stay safe and independent in their homes.

Our values

Sustainability,
Passion,
Innovation,
Respect,
Integrity,
Teamwork.

Our vision

To be the no.1 service provider of technology enabled care services in UK.



Our principle activities are:

- 24-hour telecare monitoring and response service co-ordinated through our contact centre, located in our head office in Eastbourne, and a contact centre in Dereham, Norfolk.
- Supply, installation and maintenance of community alarms and advanced telecare devices e.g. smoke detectors, fall detectors, flood detectors and medical alerts.

We also provide other community services including:

- Visiting and telephone check calls for individuals
- Outreach and floating support
- Lone worker protection
- Out-of-hours contact centre for housing providers and local authorities
- Telephone answering services

Whilst many similar organisations are consolidating in these uncertain times, we have taken a position to maximise the opportunities, meet the increasing need, and actively grow and develop the business. We have continued to invest in our infrastructure and our people to ensure we have the platform and resources to deliver great services now, and in the future.

To summarise our position:

- We have an experienced and skilled workforce, provide a great place to work, with a low staff turnover;
- We have financial strength, and a robust, well tested, business strategy;
- Have a national reputation for service and delivery and are actively involved in promoting, and contributing to the industry;
- We know our markets well and have knowledge, contacts and influence inside and outside the sector;
- We actively work with others to find creative and innovative solutions;
- We ensure that our customers remain at the centre of our business and that performance is continually scrutinised and improved.



Certified Organisation

Key achievements in 2017

During 2017 our priority was investing to provide strong foundations for improving and developing the range and quality of products and services to meet emerging customer requirements, with a particular focus on supporting the introduction of digital solutions and value for money.

We have made excellent progress on several major projects designed to support this agenda:

- Creation of a new single site Eastbourne headquarters enabling our alarm monitoring centre, customer services, finance and technical support teams to work better together in responding to the requirements of individual customers in a fabulous purpose designed working environment.
- Implementation of new secure, resilient, flexible and scalable data and telephone systems with full digital capability.
- Redesigned and relaunched our website providing customers with information and advice to enable them to choose the best combination of technologies and services to meet their personal requirements, as well as an improved recruitment section.
- Development of proactive outbound calling service and preventative triage service to support our customers to achieve the best results from emerging digital solutions such as Doro Smart Care. Advisors check the feedback from the systems enabling us to provide personalised advice and support to customers.
- Recruitment of specialist trainers to support our team to deliver consistent high quality personalised customer service.
- Appointment of City Sprint as our key logistics partner to ensure that equipment is in the right place at the right time to meet the requirements of all our customers across all parts of the country. This also supports the achievement of significant efficiencies which has enabled us to absorb inflationary pressures and keep our subscriptions at the same level for over 5 years in a row.
- Recognising the difficulties the ambulance services are experiencing across the country we have reviewed our mobile response service and expect to extend this service in the year ahead supported by the appointment of a national co-ordinator to oversee service development and delivery.

2018 and beyond

The focus over the next 12 months will be two-fold. Firstly, we will continue to grow the business organically by winning new customers whilst continuing our search for appropriate acquisitions. Secondly we will look into developing and improving products and services.

We will, as part of this process, seek opportunities to build upon our dual call centre base and where the opportunity presents, look to open an additional centre at a location where we are not currently present. The second element of focus will be to integrate as widely as possible Doro products into the Welbeing business. As well as incorporating the rapidly expanding range of Doro telecare devices into our portfolio, we will also look to form a closer working partnership with the wider Doro mobile phone channel. We believe the growth of mobile enabled devices (mCare) will over the next few years outstrip the provision of traditional telecare.

We recognise that we are operating in a period of significant political, financial and domestic uncertainty. The Local Elections, Brexit and the General Election are impacting on national confidence and many organisations have become risk averse whilst waiting for more clarity about what happens next.

Due to budget constraints, Local Authorities continue to have substantially less to spend on local services. Social Care, the NHS and Social Housing are experiencing increasing demand and uncertain funding. The population is ageing with more people in the country now over 65 than under 25, and the pressure on services from this changing demographic is predicted to cause additional hardship for those on low and fixed incomes. Over the last twelve months we have

experienced this at first hand, for example in the form of rapidly deteriorating ambulance response times and funding and demand pressures in commissioned services.

One of the key challenges is digital transformation and the change associated with the application of digital technology in all aspects of human society. Whilst digital use enables new types of innovation and creativity in a domain - we believe our unique opportunity as a telecare business is to continually enhance our customer service offer and wrap that around digital advances to keep the customer safe and independent. The digital challenge has been a key driver for our engagement with Doro and the development of our digital transformation strategy is a key priority for the business in 2018.

At Welbeing we are well placed to work with partners and stakeholders to respond to some of these challenges and threats. We know our market very well with over 30 years experience in delivering consistent, improving and innovative telecare solutions. With the changing demographic, there are new markets emerging and opportunities to work in partnership with customers, carers, families and organisations to enable people to stay safe and independent for longer. Whilst being very clear about the risks, our business plan is predicated on those opportunities, and our priority is to continue investing in infrastructure and services, enabling us to seek new and innovative partnerships and business growth.

Customer focus

Customers are at the heart of everything we do. In consultation with commissioning teams, key stakeholders and customers, we continue to develop the service with targeted investment and innovations.

We provide high quality person centred support services that deliver positive outcomes for customers and client organisations. Service design is informed by 30 years experience in the sector, the input of a highly-experienced team; consultation with key stakeholders; feedback from service users, carers and commissioners, and market research and analysis. We also scan the horizon for changes in socio-economic trends and policy; monitor demographic change and technological developments.

Our investment in structures, systems, processes, workforce and technology is aimed at delivering a market leading customer experience; meeting the diverse and changing requirements and expectations of service users/carers, and the wider community in promoting choice and independence.

Last year we set out to increase customer choice and refocus on individual requirements.

To achieve this, we improved information and advice for customers, carers and prescribers to further support the delivery of person centred services. Job descriptions were redesigned; we implemented a Customer Service Team structure and developed a bespoke training module to improve the customer experience.

We provide a mobile telecare service for individuals. We are looking to partner with a specialist manufacturer to bring a device to the market which will further meet the needs of our customers. This will fill a niche within the telecare market, particularly at a time when the use of mobile technology is increasing within our customer population.

We are working with partners in research and manufacturing sectors developing telehealth solutions.



Customer satisfaction survey results

We sampled 5% of our customers via telephone interviews with a £50 prize draw incentive of M&S vouchers or a donation to a charity. The fieldwork was carried out between March-April 2018.

Highlights

- 99% of customers said our operators were polite and helpful
- 99% of customers would rate the overall quality of service as good/very good
- 97% say the service is good value for money
- 96% said they feel safer as a result of having telecare in their home
- 98% would recommend the service to friends and family

Key performance indicators

In 2017 Welbeing aimed to match or exceed Telecare Services Association (TSA) key performance requirements in all operational departments and this was achieved.

Performance for 2017 and targets for 2018

Welbeing's target for 2017 was to answer 97.5% of calls within 1 minute and 99% of calls within 3 minutes. Overall our performance exceeded the 1 minute target and exceeded the 3 minute target. Our target for 2018 is to continue to answer 97.5% of calls in under a minute and more than 99% in less than 3 minutes.

Installations

Our target for 2017 was to meet TSA standards for responding to installation requests (90% of urgent requests in 2 days and 100% in 5 days, 100% of non-urgent installation requests in 15 days and 100% in 20 days). These targets were met and we were able to carry out all installations within 5 working days. Our target for 2018 is to continue to comply with the TSA standard.

Faults

Our target for 2017 was to comply with TSA standards (90% of urgent maintenance within 48 hours and 100% within 96 hours, 90% of non-urgent maintenance within 10 working days and 100% in 15 working days). Overall these targets were met throughout the year and our target for 2018 is to continue to comply with TSA standards.

In-person response

Where Welbeing provides an in-person emergency response service we aim to comply with TSA standards of 90% mobile response call outs to be achieved within 45 minutes and 100% in 60 minutes. These standards were achieved in 2017 and we will continue to aim to achieve perform to the same standards in 2018.



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