

SWiFT

MANAGEMENT SERVICES LIMITED



Health and Social Care Consultancy

**A UNIQUE BLEND OF CARE & MANAGEMENT ADVICE &
BUSINESS SUPPORT**

Swift Management Services Limited
WWW.SWIFTMANGAGEMENT.ORG.UK

Who are we?

Swift Management Services is a management consultancy specialising in the Health and Social Care Sector. Our experienced team of consultants provide a one to one service for our clients, while having the support from our team of experts. This means the services we provide are tailored to the clients' needs.

Operating throughout England, Scotland and Wales, we appreciate the challenges of regulation within the care industry. We frequently work with solicitors and financial institutions as well as the regulators to ensure that we can bring our clients the very best advice and services.

We have a team of consultants on our staff complemented by a panel of independent consultants, to ensure that we can provide the right person for the job in hand.

We aim to provide services to large and smaller providers, but we find that our ongoing support packages are extremely well received by the smaller provider who cannot justify a central support function for their care homes.

We aim to provide a comprehensive service for all our clients.

Our Team of Experts

We are proud of our team of experts who have years of experience within the health and social care industry. From Interim Home management to sector review and strategy executives, we provide a comprehensive service within the industry. Many of our consultants at every level are Nurses with current Nursing and Midwifery Council Registration. This brings a level of expertise & credibility when dealing with regulators and other authorities. All our team have been Registered Care Home Managers, and many have significant experience at a more senior level within the industry. Blending clinical knowledge with management expertise makes a winning combination.



We allocate a consultant to a project based on whom we have identified has the skills a client requires after taking the project brief. There will always be a director who oversees the project, and acts as the Account Manager.

Interim Management



It has long been recognised by regulators that managers are key to the service and that services can rapidly decline when there is a manager vacancy. At Swift Management we aim to provide an interim manager within 48 hours to maintain a service or manage a service improvement plan until a substantive manager can be employed. We understand that recruiting a manager is not easy and it can take time to find the right person and complete the employment process. CV's for our interim managers are available on request, to enable our clients to choose from and select the right manager for their service.

As all our interim managers are experts in their field and can quickly adapt to their latest assignment, we find they are quickly accepted by the residents/patients,

families and staff teams and when the time for them to move on comes the team are sorry to see them leave, which is testimony to a job well done.

All our team have transferable enhanced DBS disclosures and if working in Scotland a current PVG and SSSC registration along with pre verified references, which makes for a rapid start. Our interim managers are employed by Swift Management.

We accept interim management assignments for short- and long-term placements, from as little as two weeks to six months in duration to ensure your service has demonstrable continuity.

Staff and Client Engagement Surveys

We offer engagement survey solutions, both electronic and paper based. Many providers use internal forms of surveys, the use of an external consultancy to undertake the surveys adds credibility to the results. Regulators like to understand how the people using or working in a service are supported and have the insight from a survey.

Our completely anonymised reports demonstrate how well a provider is achieving, either year on year or benchmarked against the industry standards. We are able to use our pre-existing template or gather bespoke information according to your specific requirements.

Our clients find that the survey reports along with a “You Said / We Did” action plan really is a good marketing tool as well as demonstrating a well led and responsive service.



In an industry where staff retention is vital and recruitment is not always easy, understanding what matters to your staff team can really help. This demonstrates that you, as a provider, listen and take subsequent action. Our survey system is anonymous and staff feel more able to be honest in their responses. This gives a provider affirmation of what is working well, and the opportunity to make necessary changes. Not everything that matters to the team costs money but can really make a difference to how they feel about their employment.

Support for the Smaller Provider



In February 2020 we celebrated the first year of our “Caring for the Care Provider” scheme. We established a package of support for the smaller operator, which enabled them to utilise our entire team to bring the skills and support to their services that otherwise only a large corporate provider would be able to offer internally.

This package has been very popular for care home operators with six or less care homes in their portfolio.

We offer a full range of services, from provider visit reports, reviews of budgets, and service level agreements to policy and procedure gap analysis; all of which are good governance and can influence a well-led rating. We also offer Registered Manager training & support. We act as a reference point in much the same way as an area manager, allowing the owners to grow their business, have governance oversight to inform their strategy, with the knowledge the operations are in safe hands.

The consultants responsible for operating this scheme in homes have been referred to by the owners and managers as “a member of the family.”

We have recently further enhanced this service by offering providers a retained service package which is on a pay monthly basis, to enable the smaller provider to budget for the service. More information about this can be found at: www.swiftmanagement.org.uk/retaining-a-consultancy-can-be-a-cost-effective-way-to-grow-your-business.

Care Standard Appraisal

Our consultants work across all three regulators in England, Scotland and Wales and they really understand the regulations and what the inspectors are looking for when they visit. Many providers commission a “Mock Inspection” but we have seen the process is often carried out as a snapshot visit. Whilst this does provide pertinent information, it often results in little more than a list of suggested improvements.



We believe that our approach is different. We aim to provide a two-pronged appraisal. We carry out a mock inspection, this is pre-arranged but usually carried out unannounced. This part of the process looks at all elements of the service, linked to the regulations. We then go one step further; we sit with the manager and establish what evidence is available to demonstrate the service they provide and help them to collate it into an easy to easily accessible format for future regulatory visits.

Our report lists the evidence the home has for all aspects of regulation. This acts as an aide memoir for the manager when the regulator calls. We make suggestions on what could be improved upon to increase ratings. We also provide a written report, in much the same way the regulators would do, which can be used to demonstrate to existing and prospective clients how the service is performing.

We would encourage all services regardless of rating to have a service improvement plan. Some providers and managers view the use of service improvement plans as a slight on their service and have said “we don’t want to show the inspectors what we have issues with”. This could not be further from the truth. Every regulator knows that no service is perfect, and every service has issues and areas of improvement. A working service improvement plan is of real value, both internally and externally, and helps to demonstrate a transparent and well-led service. We work with the Registered Manager and Provider to agree a detailed service improvement plan, which includes measures of success and monitoring criteria. If requested to do so, we will maintain this plan on our server, which enables our consultants to stay up to date with improvements and keep things on track.

There is a very informative blog on our website about our KLOE inspections in England and this can be found at: www.swiftmanagement.org.uk/the-swift-management-kloe-inspection-process

Strategic Reviews



Providers and shareholders need to take stock of their business on a regular basis, whether they are seeking to grow their business and looking for bank funding or if they are aiming to sell the business or one element of it. An external strategic review can be invaluable as part of the process. Swift Management offer strategic reviews, examining the business holistically, providing a report and evaluation on care, staffing, training, sale ledger and debt management, purchasing, governance and reputation, threats and opportunities.

Our strategic review offers a 360° appraisal of any health and social care business, and an option to this process is the addition of an action plan.

We also offer clients particularly within the charity sector or within larger companies with external stakeholders an annual governance report. This will complement the annual financial auditors report, giving confidence to trustees and board that there has been an external care evaluation by suitably qualified experts.

When a provider is considering purchasing an existing care business, we can produce a Due Diligence report to ensure that the purchaser is fully aware of the business they are purchasing and the risks they should consider.

We are also able to provide viability studies for operators who are considering developing a new care home and want to evaluate the business based on location and local and national benchmarks.

Regulatory Support

We offer a wide range of regulatory support services, from registration of new providers or care homes, to working through responses to factual accuracy submissions and managing notices of enforcement. Our consultants can add invaluable assistance as in many situations a provider only gets one chance.

We work with new entrants into the industry to guide them through the complexities of registration. We assist in the production of policies and procedures, writing job descriptions, working with the team to appoint the staff and completing the registration process. We work in partnership with new entrants until they gain the necessary experience and confidence.

We also support providers when problematic issues arise. There has been an increase in regulatory enforcement and when this happens providers often need expert help and guidance. We will support a provider from the outset of responding to factual accuracy through to tribunal working alongside solicitors to ensure that we have the evidence we need to support a challenge.

In conjunction with our crisis management service we have been able to avert immediate closure notices enabling providers to move forward and in some instances sell their business as a going concern. All too often providers leave involving both consultants and solicitors too late. It then becomes a far more costly and drawn out process so we, therefore, encourage providers to contact us as early as possible.

When local authorities have concerns about a service, including the provision of care and safeguarding issues, they have a duty under statute to assist the provider to improve that service. We are skilled in assisting providers and working with the local authority to bring about sustained changes in an open and transparent way which gives the local authority reassurance, and demonstrates that the provider is acting seriously on these concerns.

The key to our regulatory support is to involve the team as early as possible in the process. If there is a need for legal advice to assist in this process, we work with expert solicitors and can help a provider select the right person to represent them.



Swift Management have had considerable success working with providers and their interactions with regulators and we are proud of our achievements in bringing about satisfactory outcomes. Whenever we manage a complex case you will receive personal support from one of our senior consultants and they will work with you for the duration of the case.

Crisis Management

We work with providers when things go wrong. Our team will quickly assess a situation, take action, liaise with staff, families, regulators and local authorities to bring the situation under control. When a crisis hits, we are here to help. Reputational damage must be limited from the outset and our team have been trained to assist with issues relating to the press.

We have a tried and tested system of working, which gives the level of transparency required to bring a crisis under control quickly and give confidence to all concerned. Depending on the level of support required, we can put a package together to meet a clients' requirements. This can include intensive onsite support 7 days per week.

One of our clients who used our crisis management service had the following to say:



"In late May 2019 I employed the services of Swift Management Services Limited. This was due to an increasing number of issues within my business. Despite my best efforts with the authorities/CQC and the employment of previous consultants, the situation did not seem to be getting any better. I rang them one afternoon in complete desperation not knowing what to do next. They took time to listen to my concerns and the next day they arrived promptly as agreed. They said they wanted to help and they could hear I was so affected by the events around me. Robert and Christopher got to work straight away, tackling the lists of paperwork that I had and within a matter of days things began to look clearer. They produced a comprehensive action plan for everyone to follow. They had a firm grip of the situation often staying late and more often going above and beyond to help me and the staff who were already under immense stress, due to the imminent threat of immediate closure by CQC. All the way through the process from their arrival to subsequently successfully selling the business I've found the whole Swift team to be extremely knowledgeable hardworking and professional and extremely realistic when it comes to the outcomes of meetings etc. They kept me updated at every step of the way often shouldering a lot of the burden. It was in fact, a huge help to me and my business. I highly recommend them." Mrs K. A. Davies- Proprietor

Expert Witness

Our nursing team are often asked to provide expert witness statements for both civil and criminal cases, both acute and long term care and we specialise in the private health care sector. We undertake this in association with Apex Health Associates, which ensures all the work we undertake has an additional level of scrutiny and gives our clients the assurance that every aspect has a high degree of quality control.

Our nursing team are all currently practising nurses with NMC registration and post basic qualification. Most of our team are freeman of the City of London Company of Nurses.

Training & Support

We offer our clients a range of bespoke training and support packages, customised to meet the needs of your organisation. We are able to provide onsite or distance training via video conferencing for a

wide range of clinical and management skills. All our video conferencing training sessions are recorded and our clients can use the recordings to enable staff to refresh their knowledge.

We have a Registered Managers' support scheme with four tiers which enables new managers or managers wanting to take the next step in their career. We find this support scheme is welcomed by small providers and individual managers alike. Packages are available to both individuals and groups.

Tier 1.

One of our consultants will email you regularly on a 4 weekly basis to check if you need support with any issues, and that you are confident that your service is performing as expected. The consultant will aim to answer any questions that you have and will be able to provide you with links to resources. This level of support suits experienced managers who would appreciate a sense check on actions they are taking.

Tier 2.

One of our consultants will email you regularly on a 4 weekly basis as above, but in addition will also provide the opportunity to discuss matters over the telephone. Typically, this call will last no longer than 30 minutes. This level of support suits experienced managers, who prefer a conversation with a critical friend.

Tier 3.

One of our consultants will have a 1:1 discussion with you via telephone for up to 1 hr duration, every 2 weeks. To maximise the effectiveness, we suggest that you contact your named consultant by email a few days before the discussion, so that they can prepare materials that may assist. This level of support is designed to help managers who are experienced but have recently moved to a new position.

Tier 4.

One of our consultants will meet with you in a mutually convenient location. During the session (duration 2-3 hrs) they will provide you with the opportunity to critically review a recent event, identify what learning there is, and how to plan a response should the event occur again. This level of support is aimed at Managers who are seeking promotion, develop a new service, or simply to ensure that their professional portfolio can show evidence of reflective practice.

Catering Support

Mealtimes for people in care can often be the highlight of the day. With increasing use of special diets and the standardisation of textured modified diets coming to the forefront, we can offer a full range of catering support advice and training from a dedicated catering consultant. This can include:

- Advice on diets & Menu Planning
- Training in food hygiene & HACAP systems
- Texture modification
- Recruitment of catering staff
- Purchasing plans
- Kitchen refurbishment and design

How we maintain our support at a distance

Our clients are provided with free telephone and email advice throughout the duration of their contract. Our team of consultants have available to them a wide range of resources to customise and use. All our clients have an action plan. Each client is given access to a specific area of our secure server to allow them to access the information and resources our consultants have prepared for them.

We offer on-site consultations but also offer meetings, training and support via MS Teams, Zoom, Skype, WhatsApp and Telegram, meaning we can be with our clients even when we are not on site as care is not a 9am -5pm business.

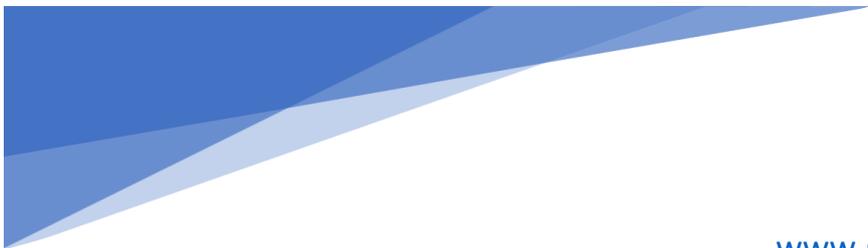
What Makes Swift Management Services Management Different?

Swift Management Services offers a 360° Health and Social Care Consultancy, from Care to Business, from Start up to Exit and everything in-between. Our team work throughout England, Scotland and Wales.

Our expert consultants have clinical and managerial skills and qualifications as well as many years of experience within the sector. We offer a personalised service and walk with our clients through the good times as well as the difficult times.

We are able to provide comprehensive reports that will satisfy the financial sector, regulators, and local authorities.

Care is not a job, Care is our vocation, and we are passionate about what we do!



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