QME CARE QUEEN'S HOUSE (KELSO) LTD





ANNUAL REPORT 2024

Annual Report and Financial Statements for the year of 2024 Queen's House (Kelso) Limited Company by Guarantee No. SC539138 Scottish Charity No. SC010314

CONTENTS

- PAGE 3 OUR ORGANISATION
- PAGE 4 ORGANISATIONAL VALUES
- PAGE 5 OUR MISSION
- PAGES 6 & 7 OUR MANAGEMENT TEAMS
- PAGES 8 & 9 CHAIR'S STATEMENT
- PAGES 10 & 11 CHIEF EXECUTIVE'S FOREWORD
- PAGE 12 OUR STAFFING TEAMS
- PAGE 13 OUR TRAINING CENTRE
- PAGES 14 TO 16 DEVELOPMENTS AND INNOVATION
- PAGES 17 & 18 BUILDING UPGRADES
- PAGE 19 PLACE & SPACE
- PAGES 20 & 21 COMMUNITY ACTIVITIES
- PAGES 22 & 23 ACTIVITIES & WELLBEING
- PAGES 24 & 25 THE FUTURE
- PAGE 26 AUDITOR'S REPORT
- PAGES 27 FINANCIAL REPORT
- PAGE 28 OUR BOARD OF TRUSTEES
- PAGE 29 BEST WISHES TO GLYNN HOBKIRK
- PAGE 30 DONORS AND FUNDERS
- PAGE 31 FEEDBACK



OUR ORGANISATION

Since 1954, QME Care (formerly known as Queen's House), has been providing the highest standards of residential and nursing care for older people in the Scottish Borders.

QME Care is a charitable organisation that provides care and support for older people, specialising in care and support for people living with dementia.

Our vision is to be a centre of excellence in the delivery and quality of care and support and to be the provider of choice in the Scottish Borders. We believe in the uniqueness of individuals and we support them in a way that promotes them to be the director of their own care.

We provide accommodation which is designed and constructed to accommodate and provide the features required in a modern nursing home, with 59 single bedrooms, all on the ground floor with en-suite facilities.

Our beautiful home is serviced by a central kitchen and in-house laundry facility, along with business support team who are always more than happy to help.



ORGANISATIONAL VALUES



Accountable - We take personal responsibility for our actions and strive to be the best that we can within our sector.

Collaboration - We will work collaboratively as a team and with partners to benefit the people who use or want to use our services.

Compassion - We care about the wellbeing of all our people, and the impact that our actions can have on their wellbeing.

Commitment - We are committed to achieving the best for the people that use our services. We commit to investing in our organisation to ensure that we can be the best that we can.

Innovation - We will work creatively with all to ensure our services are developed around the people who use them.

Integrity - We aim to ensure the trust of all our stake holders by being open, honest, ethical, and fair.



OUR MISSION



We aim to fulfil our mission in line with our values.

To uphold the rights of all people who use our services to ensure that they are at the centre of the care and support which is safe, comfortable, homely, and happy.

Charitable Aims and Objectives

- **a)** to provide residential accommodation and nursing care services for older people and those with ill-health, including the provision of financial assistance for those who cannot afford to self-fund.
- **b)** to advance and promote:
- care for older people, including medical care, through activities such as conferences and projects, and encouraging the involvement of the local community.
- research in dementia through the development of a specialised dementia care house.

OUR MANAGEMENT TEAMS

Executive Management Team









Care Management Team



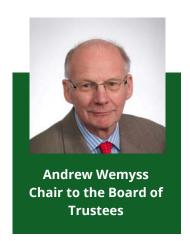








CHAIR'S STATEMENT



Welcome to the Annual Report for 2024.

I have now had the privilege of chairing the Board of Trustees for 2.5 years, and the care and dedication of all involved at QME never fails to amaze me.

The Report I hope you will find informative and that it helps to provide an insight into the QME Care Houses, which include Queen's, Murray East and West, plus Evanthea.

Each of the houses has dedicated staff teams, who are highly qualified and totally committed to the care of our residents, as this is their home.

As you will read within the Report, there has been a lot going on within the houses throughout 2024. We are conscious of environmental responsibilities, which have been highlighted in the Chief Executive's Report.

Key to any business or organisation is our staff, and we are fortunate in having an excellent Executive Management Team led by Kelly Brown and supported by Donna Wheelans and Steven Bailey.

All our staff are key to the delivery of the highest level of care, but this does come at a cost. We are very conscious of what care home fees cost and we continually carry out benchmarking with other houses, and I am pleased to report that we are extremely competitive for the level of care we provide.

I mentioned earlier in my Report that all our staff are key to the way we operate the home. Our staffing ratio to residents is at the top end of the scale, which we take great pride in, and this is reflected in our excellent staff retention figures.

Our financial results for 2024 are in line with our expectations but looking to 2025 we are faced with a dramatic increase in wage rates and the new National Insurance costs.

We pride ourselves on paying good salaries and benefits, which will continue in 2025.

My role as Chair is made so much easier by the enormous support of my fellow Trustees with their different skill sets and wise counsel.

Long-standing Trustee, Glynn Hobkirk, stepped down at the end of the year and I cannot thank him enough for his huge contribution over many years.

Earlier in the year, we welcomed Angus (Gus) Armstrong to our board. Gus is highly respected in the business world and is a real asset to the Board of Trustees.

The Rev Grace Redpath has taken on the position of Pastoral Chaplain and we are delighted to welcome a well-known face to QME.

The Trustees are always open to new ideas, which can benefit our residents, their families and our staff so please do not hesitate to come forward with any suggestions you may have.

In conclusion, I would like to thank the unpaid Trustees and all the team at QME for their massive input.

Andrew Wemyss Chair, Board of Trustees QME Care, Queen's House (Kelso) Ltd



CHIEF EXECUTIVE'S FOREWORD



As we reflect on the past year, I am proud to present the 2024 Annual Report, which highlights our significant achievements and the strides we have made as an organisation. This year has been marked by remarkable growth, innovation, and resilience, and I am honoured to share our journey with you. Throughout 2024, we have focused on enhancing our services, expanding our reach, and fostering a culture of excellence.

Our dedicated team has worked tirelessly to deliver exceptional results, and their commitment to our mission has been truly inspiring. We have embraced new technologies, streamlined our operations, and strengthened our partnerships, all while keeping our core values at the forefront of everything we do.

One of the key highlights of this year has been our successful implementation of several strategic initiatives aimed at improving customer satisfaction and operational efficiency. These initiatives have not only driven our growth but have also positioned us as a leader in our industry. Our financial performance has been robust, with significant increases in revenue and profitability, reflecting the hard work and dedication of our entire team.

In addition to our financial achievements, we have also made significant progress in our sustainability efforts. We are committed to reducing our environmental impact and have implemented various programs to promote sustainability across our operations. Our efforts have been recognised by several industry bodies, and we are proud to be leading the way in sustainable practices.



Looking ahead, we remain focused on our strategic priorities and are excited about the opportunities that lie ahead. We will continue to invest in our people, technology, and infrastructure to drive innovation and deliver value to our stakeholders. Our vision for the future is clear, and we are confident that with our strong foundation and unwavering commitment, we will achieve even greater success in the years to come.

I would like to extend my heartfelt gratitude to our employees, partners, and stakeholders for their continued support and dedication. Together, we have achieved remarkable milestones, and I am excited about what the future holds for our organisation.

Thank you for your trust and confidence in our leadership. We look forward to another year of growth, innovation, and success.

Kelly Brown Chief Executive QME Care, Queen's House (Kelso) Ltd



OUR STAFFING TEAMS

We pride ourselves on having staffing levels consistently above safe staffing numbers. We recruit staff based on the needs of our residents and we prioritise person-centred care. This approach puts the individual needs, preferences, and values of each resident at the heart of all decisions and care planning. Instead of offering a one-size-fits-all model, staff work closely with each resident, and often their families, to understand their personal history, routines, likes and dislikes, and what matters most to them.

In 2024, we had a number of exciting staffing changes within QME Care.

Karen Ballard, who was previously our Registered Care Home Manager, moved into our Training Department as a Training Assistant. We then welcomed Angela Airlie into the post as Registered Care Home Manager, bringing fresh leadership and experience to support both residents and staff.

We introduced a brand new HR Lead post, which Becki Pairman from our Administration team was successful in moving to this post. Becki provides our staff with support and ensures our organisational compliance with Employment Law.

Anna Stewart, joined us as the Place and Space Co-ordinator to help ensure our facilities meet the evolving needs of our community.

We also welcomed Karl Brown as our new Site Manager to help ensure our care home is safe and comfortable for our residents, and to ensure compliance with Health and Safety.

My Manager's door is always open and there is plenty of opportunities to make suggestions.

I feel well trained and very confident in my role.

I would like to praise our pay rates and pension contributions. I feel we are well paid.



OUR TRAINING CENTRE

2024 marked another successful year of development for our Training Centre, highlighted by the expansion and improvement of our dedicated training suite. This upgrade has allowed us to deliver a wider range of training opportunities in a more modern, flexible learning environment.

A key highlight this year was welcoming Karen Ballard into the team in her new role as Training Assistant. Karen previously served as our Registered Care Home Manager and brought with her a wealth of knowledge, experience, and passion for high-quality care. With a background in Learning and Development within the Health and Social Care sector, Karen has already helped to shape our training programmes to be more dynamic, hands-on, and person-centred.



At the heart of our work is a commitment to delivering the highest standard of care to those we support. We know that this can only be achieved by continually investing in our staff. That's why we remain dedicated to developing a skilled, confident workforce through ongoing training and professional development. From mandatory training and specialist dementia care workshops to leadership development and mentoring, our training programmes support staff at every stage of their journey with us.

As we look ahead, we are excited to continue building on this momentum—ensuring our team has the tools, knowledge, and confidence they need to continue providing truly outstanding care.



DEVELOPMENTS AND INNOVATION

New Minibus

On the final day of our 70th birthday celebrations - we had the grand unveiling of the new minibus. Steven Bailey (Business Manager) led the way as a key driving force behind the project. Sporting his chauffeur's hat, he made a grand entrance to the tune of 'Chitty Chitty Bang Bang', a song selected by our residents. The scene was set with cannons of confetti and an excited crowd, including residents, their families, board members, and regional MP and MSP, all awaiting his arrival. This is a fantastic new addition to QME Care that greatly benefits our residents by taking them on regular outings and trips.







Conference Suite

Our Training Centre and Conference Suite are now fully operational and open for external bookings. We offer flexible room layouts, tailored catering packages, and a welcoming environment ideal for workshops, training sessions, and a range of professional events.





Sustainability

We are dedicated to sustainability, placing environmental impact at the heart of every decision to help build a greener future for generations to come. In addition to installing new solar panels, we have appointed a Sustainability Champion to lead efforts in reducing resource consumption, promoting eco-friendly practices, engaging and educating staff, ensuring compliance, and driving continuous improvement.

New Technology

Throughout 2024, we upgraded our systems to improve operational efficiency and better support our staff in their daily work.

All laptops, PCs, printers, and telephones were refreshed and transitioned to cloud-based solutions to reduce the risk of hardware failures and ensure smoother workflows.

We also introduced the new PCS ResHub, replacing the previous Relative's Gateway. This upgraded platform offers a more user-friendly experience with a range of enhanced features, making it easier for families to stay informed and connected with their loved ones' care.

In June, we significantly improved connectivity across the site by installing superfast Wi-Fi access points, which has greatly benefited both staff and residents by supporting more seamless communication, digital activities, and remote access when needed.









Champions

We're excited to introduce QME Care Champions! These dedicated individuals play a key role in guiding, supporting, and empowering their colleagues within their areas of expertise. They are also focused on identifying gaps and inefficiencies to help drive continuous improvement across the organisation.

Our champions are notable by their coloured pin badges which they wear daily and they specialise in the following areas:

Dementia, Hygiene, IPC/PPE, Moving, Handling and Falls Prevention, Environmental and Sustainability, Nutrition, Person Centred Care, Medical.

eMAR System

During 2024, we implemented a new medication system that has proven to be more user-friendly and better suited to our needs. All relevant staff completed in-person, classroom-based training to ensure thorough understanding and effective use of the system. The new eMAR system seamlessly integrates with PCS, automatically generating care notes for each eMAR entry to ensure consistent and transparent communication across the team.





Admissions Process

We have reviewed our admissions process to ensure that prospective residents and their carers/loved ones are fully supported whilst on our waiting list, and signposted to the relevant support services. We have also created a new admissions guide with the help of current residents families to assist with supporting before, during and after admission.



BUILDING UPGRADES







Betty's Shop

In May we were thrilled to officially open Betty's Shop. During the opening ceremony, management, staff, residents and Betty's children were present. Betty's family said that Betty would have been incredibly proud of this legacy and pleased to know that residents can now maintain their independence and visit the shop, without the need to leave their home.







New Signage

In April, we installed our new signage along Angraflat Road and around the exterior of our home. We wanted to make sure that every visitor finds their way to us easily and give our signage a fresh new look that is in line with our current branding. We were excited to unveil a modern look that reflects the warmth and professionalism of our dedicated team.



New Solar Panels

We're proud to reaffirm our commitment to sustainability with the recent installation of solar panels. This upgrade is a key step in reducing our dependence on non-renewable energy, cutting energy costs, and significantly lowering our environmental impact.















Improvements

QME Care is committed to making improvements for our residents, their families, and our staffing teams. During 2024, we have been busy with upgrades throughout the buildings, including:

- New flooring in Queen's House
- Redecoration of the Thorburn Lounge
- Rose Cottage in Murray House West has been redecorated and changed in to a sensory space
- Murray House East has also seen a refresh with painters redecorating the link corridors
- Upgraded communal bathrooms in Queen's House
- Queen's House staff room has been upgraded along with installing lockers, a changing area and kitchenette.





PLACE & SPACE



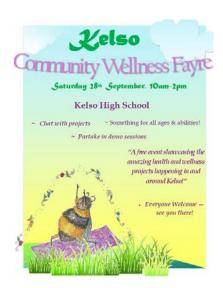
In 2024, our Place & Space Day Opportunities Service continued to expand and experienced some staff changes. We bid farewell to Holly and Kate, and warmly welcomed Anna as Community Co-ordinator and Denise as Community Support Worker.

During February and March, we welcomed 135 individuals to Fish Supper Fridays, which benefitted older people living in the community and included a home cooked two course lunch, tea/coffee, socialisation and companionship, all free of charge.

In September, we were invited along to the Kelso Community Wellness Fayre at Kelso High School, to highlight our service and showcase what we offer.

From December we held a Monday Lunch Group called Monday Mingle. We provided a free 2 course hot lunch, socialisation and companionship. We aimed this session at older adults living locally who were experiencing isolation and loneliness or were impacted by the cost-of-living crisis. We were successful in securing funding through the Cheviot Neighbourhood Support Fund to provide this service at no cost to attendees.









COMMUNITY ACTIVITIES

Kelso High School Careers Evening
Karen Ballard and Elspeth Douglas went along to
the Kelso High School Careers Evening in February,
with a table for people to learn all about our
amazing home and find out what we look for when
recruiting into our outstanding team! We were
pleased to not only represent our home but the
wider recruitment opportunities in the health and
social care sector from care, nursing and catering
to administration and maintenance.





Family Engagement Days

Throughout 2024, we held quarterly Family Engagement Days for residents' families to come along and take part in our feedback sessions, meet our teams, get involved in our service development plans, review our aims & objectives for the coming quarter, and join in with family participation in a social space. Light refreshments are provided for all those who attend. These sessions are very well attended and we received lots of positive feedback following the sessions. We will continue to run these throughout 2025.



70th Birthday Celebrations

There was a whole week of events and activities going on to celebrate QME Care's 70th Birthday!

Monday - Residents, their families, friends, and other guests came together to indulge in a luxurious high tea experience with us, while also having the opportunity to take guided tours around QME Care.

Wednesday - The Activities Department hosted an epic doggy extravaganza under a sunny sky, with our furry guests strutting their stuff. Our residents did an exceptional job as the judging panel, dishing out lots of prizes, and the coveted title of Best in Show went to the wonderful Therapet dog, Shona.

Friday - We couldn't have asked for a more perfect day to celebrate surrounded by residents, their families, staff, board members, and our wonderful local community. The 50's themed event was a blast, complete with a delicious BBQ, fun games, and timeless music from 70 years ago. Special highlights from the day include the grand unveiling of our new minibus and the burial of a QME Care time capsule that our residents and staff put together, a moment that truly captured the spirit of our community.















ACTIVITIES & WELLBEING

Events

Our Activities & Wellbeing Team work tirelessly to enhance daily life for our residents through a wide range of meaningful events and tailored activities. From seasonal celebrations and live entertainment to arts, crafts, reminiscence, and sensory sessions, they create opportunities for joy, connection, and purpose every day.

By getting to know each resident personally, the team deliver person-centred experiences that reflect individual interests and needs, helping people stay active, engaged, and emotionally supported. Their dedication brings comfort to families and plays a vital role in making our care community vibrant, stimulating, and full of life.

Some of the big events that took place in 2024 include:

- Burns Celebrations
- Easter Family Party
- King Charles Birthday Tea Party
- Visit to Ian Stark Equestrian Centre
- End of Summer Picnic
- Halloween Party
- Remembrance Day Service
- Christmas Parties





















Scottish Book Trust

We are thrilled to announce our partnership with the Scottish Book Trust, establishing QME Care as their flagship care home in Scotland for the Reading is Caring initiative. This program utilises shared reading to support individuals living with dementia and their caregivers. Engaging in books and stories together offers valuable stimulation for those with dementia, enabling them to connect with their life experiences through memories or emotions triggered by the reading material. This collaboration will involve everyone associated with our residents, including activities & wellbeing coordinators, care staff, management, along with the relatives and friends of our residents.







New Pastoral Chaplain

In 2024, QME Care was delighted to welcome Rev. Grace Redpath as our new Pastoral Chaplain. Grace will be regularly on site, offering meaningful support to our residents, their families, and our staff team. She has already made a significant and positive impact in her role and is a familiar presence to many, having previously visited as a minister and served as a trustee.



THE FUTURE

As we look ahead to 2025, QME Care remains firmly committed to our mission of delivering exceptional care while continually evolving to meet the needs of those we support. Our focus in the coming year will be on building upon our strong foundations, ensuring we remain the provider of choice in the Scottish Borders.

A key priority for 2025 will be the ongoing enhancement of our physical spaces. We are planning further improvements across our environment to further enhance support for residents, their families, our dedicated staff, and all visitors to our home. These enhancements will promote comfort, connection, and a true sense of belonging, ensuring our facilities continue to reflect the high standard of care we provide.

We will also be undertaking a comprehensive review of our model of care. This will enable us to explore opportunities to expand our services, supporting more individuals within our community and responding to increasing demand for specialist and complex care, including step-down support for those transitioning from hospital. Our aim is to reach more people who would benefit from our expertise and person-centred approach.

Investing in our staff will remain central to everything we do. We are expanding our Training Centre to provide even more opportunities for professional development and role-specific training. This will ensure our team continues to feel confident, competent, and empowered in delivering outstanding care. By equipping our workforce with the latest knowledge and skills, we strengthen our capacity to offer innovative, compassionate, and expert support.

Sustainability will continue to be a guiding principle of our operations. Building on the progress made in 2024, we are committed to further reducing our environmental impact through energy-efficient practices, responsible resource use, and greater staff engagement around sustainable working. We recognise the importance of environmental stewardship. Not only as a duty to our planet, but also as a responsibility to future generations.



Our efforts in 2025 will also include expanding our community outreach, increasing volunteer engagement, and creating more opportunities for intergenerational connections, local partnerships, and inclusive events that bring people together and reduce isolation.

We are incredibly proud of the standard of care we deliver. The trust placed in us by families and professionals alike speaks volumes about our reputation for excellence. In 2025, we will continue to lead by example. Adapting, improving, and championing high-quality, compassionate care across the region.

At QME Care, the future is not just about growth, it's about deepening our impact, embracing innovation, and ensuring every individual who turns to us receives the very best support possible. We look forward to the year ahead with optimism, ambition, and an unwavering dedication to those we serve.



AUDITOR'S REPORT

The financial statements for Queen's House (Kelso) Ltd have been audited by: EQ Accountants
47-49 The Square
Kelso
Roxburghshire
TD5 7HW

An audited copy of the Report of the Trustees and audited Financial Statements for the year ended 31st December 2024 are available from:

The Company Secretary at our registered office:
Rennie Welch
Academy House
Shedden Park Road
Kelso
Roxburghshire
TD5 7NS



FINANCIAL REPORT

We are pleased to report a strong financial performance for the year ended 31 December 2024. Occupancy levels reached an exceptional 99%, up from 98% in the previous year. This sustained high occupancy, combined with prudent cost management, has been instrumental in maintaining our robust financial position.

Operational costs remain under pressure, particularly with anticipated increases in employer National Insurance contributions in the coming year. Staffing remains our most significant expenditure, accounting for 74% of total overheads. We are proud of our exceptional staff retention rates and our ability to offer competitive pay packages above industry norms. We continue to support career progression and ensuring fair and equitable remuneration as our organisation continues to grow.

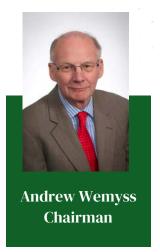
Inflationary trends, including rising interest rates and energy costs, continue to present challenges. In response, we remain committed to seeking best value across all operations and prioritising local procurement to support businesses in Kelso and across the Scottish Borders.

We achieved a surplus this financial year enhanced by some generous donations. This has enabled us to make upgrades to the appearance of Queen's House as well as make additional repayments on existing loans, as part of our ongoing efforts to reduce liabilities and strengthen financial sustainability. In line with our charitable mission, the surplus is reinvested into the organisation. Capital improvement works at Queen's House are ongoing and include the installation of new flooring, a refurbished staff room, and modernised bathroom suites. As part of our environmental sustainability efforts, we also completed the installation of solar panels during the year.

Donna Wheelans Finance Manager, QME Care, Queen's House (Kelso) Ltd



OUR BOARD OF TRUSTEES







Angus Armstrong General & Finance Matters



Sally Yonge Finance Matters



Dorothy Dobson General Matters





Rachel Jackson Clinical & HR Matters



William Windram Legal & HR Matters



Finlay Calder General & Finance Matters



Best Wishes to Glynn Hobkirk

During 2024, we said goodbye to Glynn Hobkirk, who left his role as a trustee at QME after over 8 years of dedicated service. Glynn was instrumental in driving numerous building upgrades and improvements throughout his time with us, always going above and beyond to ensure the best outcomes for QME Care.

From the construction of Murray and Evanthea House to the creation of the new link way, Glynn's commitment to our facilities was unwavering. His passion for the project behind the garden area at QH, as well as his pivotal role in the upgrade of the patio doors, have transformed our spaces and enriched the environment for both staff and residents.

Glynn was heavily involved in the renovations at Queen's House, overseeing the bathroom upgrades, corridor flooring, and the creation of the new staff room. His meticulous attention to detail and hands-on approach to managing trade support has left a lasting mark on our organisation.

Glynn has always been someone you could count on, whether it was being on-site to help or organising support behind the scenes. His dedication, passion, and incredible work ethic will be deeply missed by us all. We thank Glynn for everything he has contributed to QME Care over the years. His legacy will be felt for a long time, and we wish him all the very best in his future endeavours.





A BIG THANK YOU TO OUR DONORS AND FUNDERS





The Margaret
Carlaw
Charitable
Trust

Hayward Sanderson Trust



Robert Barr Charitable Trust



Mainhouse Charitable Trust



THE HUGH FRASER FOUNDATION



Charitable Foundation



FEEDBACK

"To the most wonderful carers in the universe, I struggle to find words capable of expressing the extent of the incredible care, kindness and support that I received from you all. You really are remarkable people providing an outstanding service which enriches and transforms the lives of everyone who is privileged to receive your care."

"I wanted to express a little of my gratitude to you incredible people. I have been in several care homes but nowhere compares with you. Your patience, kindness and care are truly inspirational."

"It is often said that it is the approach to care at QME Care that stands out from the crowd."

"Thank you for the care and support while he was with you and also for making me feel "one of the family" as well. The level of care was exceptional. Your members of staff work so hard but have time to relate to people as individuals."

"All staff were all very helpful and never made me feel I was asking too many questions. I also felt they were sensitive to the emotional aspect for both of us."

"My mother has settled in well and is happy and comfortable. I confess we were worried about the move after living more than half her life in the family home. However, you have made her welcome, comfortable and secure, and she is more positive than she has been for a while which is a relief. She is enjoying interacting with people, the food is good (especially after six months of ready-made microwave meals) and the various activities are a real plus."

"I am glad to say that Mum appears to be settling in well to Queen's House. I had a friend visit last week and she said that she looked better than she has done for several months. She is no longer so anxious with having people around all the time. Thank you for accepting her admission both for her safety and my peace of mind."



THANK YOU

CONTACT US



01573 224886



info@qmecare.org



www.qmecare.org



QME Care, Queen's House (Kelso) Ltd, Angraflat Road, Kelso, TD5 7NS

