

Jasmine  
HEALTHCARE



Our mission is to provide personal care of the highest quality, giving comfort and friendship within a homely atmosphere, whilst respecting and being sensitive to the individual needs of our residents

## CONTENTS

Background	1
Corporate Milestones	2
Jasmine Healthcare today	3
Our Staff	4
Management & Ownership	5
The Future	5
Further Information	6

# Background of Jasmine Healthcare

Jasmine Healthcare Limited was conceived by two of its founder shareholders, Chris Clark and Andrew Nicholson, in early 2004. They had both gained a significant amount of knowledge about the elderly care home sector through their financial careers.

Chris also possessed first hand experience of homes through personal family experience where he had found the standards of accommodation and care offered to be poor. As a result, he passionately believed that the quality of many care homes for the elderly in the UK needed to be improved.

Chris' ongoing ambition is consequently to build a group of care homes, which offer the highest standards of accommodation and care possible. This aim will be achieved through:

- implementing best practice in all aspects of the care provided;
- ensuring that staff are highly trained;
- investing in the facilities the homes offer; and
- improving the home's internal and external appearances.

Jasmine purchased its first home, St Andrew's Nursing & Care Home in Sleaford, Lincolnshire, on 1 April 2004. This first acquisition fulfilled all the investment criteria for a Jasmine care home and brought with it, Pam Morris, the manager of St Andrew's who had a wealth of experience in caring for the elderly. Pam was also keen to invest in the company and be involved in its expansion. Consequently Pam became the third founding shareholder, with a shared vision for Jasmine and her background and skills complementing and enhancing those of Chris.

At Jasmine, we believe it is possible to improve the standards of care and facilities offered by our homes whilst still ensuring, satisfactory shareholder returns. In fact, we believe that there is a virtuous circle between investing in our homes and our people in order to provide high quality care, and profitability. In addition, the better the care and facilities offered by our homes, the less risk our shareholders are exposed too.



Above: A resident at Orchard Court Care Home enjoying the daily activities at the home.

Above right: The gardens at Oxendon House Care Home

Right: Close care development at Orchard Court.



# Corporate Milestones

Since purchasing St Andrew's in April 2004, Jasmine has rapidly expanded, whilst continuously improving the homes purchased and putting the building blocks in place for further controlled growth.

The following are just a few of the key milestones in Jasmine's history:

**February 2005** – Jasmine was awarded Investors in People status, emphasising our commitment to our staff.

**April 2005** – At the beginning of this month we purchased our second home, Orchard Court Care Home, in Brigg, North Lincolnshire. This was followed by the acquisition of our third home, Oxendon House Care Home, in Market Harborough, Leicestershire at the end of the month.

**June 2005** – Oxendon House was awarded Three Roses by Northamptonshire Social Services in recognition of the significant improvements made post our purchase.

**December 2005** – Our new Jasmine corporate identity was successfully launched complete with new branding and brochures for each of our homes.

**January 2006** – A new corporate IT system was implemented to link all the homes and strengthen communication channels, demonstrating our commitment to investing in the business.

**March 2006** – A twelve bedroom extension and major external improvements to the grounds and gardens were completed at St Andrew's.

**April 2006** – Our fourth home, Avenue House Nursing and Care Home, in Rushden, Northamptonshire was purchased. To fund this acquisition money was raised from external

investors for the first time, resulting in Jasmine having a further three shareholders.

**July 2006** – Chris Clark left his job in the City to dedicate yet more of his time to Jasmine and take up his role as Chief Executive full-time.

**August 2006** – A new manager was recruited for St Andrew's. Thus allowing Pam Morris to become full-time Care & Operations Director of Jasmine and dedicate her time primarily to supporting the managers to further improve all of its homes.

**November 2006** – Major works were carried out at Oxendon House resulting in three additional high specification en-suite bedrooms with their own private lounge and the refurbishment of some existing bedrooms including adding en-suites.

**December 2006** – Three additional high specification en-suite bedrooms were created at Avenue House. A further bedroom was also added at Orchard Court.

**February 2007** – Individual websites were launched for each of the Jasmine homes.

**March 2007** – Our corporate head office was moved from St Andrew's to new modern offices near the centre of Sleaford, Lincolnshire. This enabled the creation of an additional en-suite room at St Andrew's and ensured sufficient head office space for future growth.

**July 2007** – The total renovation of the front of Oxendon House was completed. This project both radically improved the aesthetics of the home and significantly increased the parking available at it. The later being a pre-requisite before the home can be further extended, which is planned in the medium term. In addition, the main staircase, one of the lounges and all of the ground floor corridors were refurbished.

**August 2007** – Our first corporate brochure was published and the Jasmine website launched, providing information about Jasmine for current and future stakeholders.

**December 2007** – Anita Chambers was recruited as Head of Finance, completing the senior management team at Jasmine. Anita is a chartered accountant who qualified with Price Waterhouse and later held senior positions at Next plc and National Express Group plc.

**March 2008** – A further three high specification en-suite bedrooms were completed at Oxendon House.

**May 2008** – The first major redevelopment of Orchard Court was completed involving adding two additional high specification en-suite bedrooms, extending and upgrading the dining room facilities and creating a new landscaped patio area.

**June 2008** – A development of nine new close care bungalows for the elderly were completed at Orchard Court. Some have been sold and some let. All with warden services provided by Jasmine. Day care and personal care is also offered to the residents of these units.



Above: A typical bedroom at Oxendon House Care Home

# Jasmine Healthcare Today

Our aim is to locate our homes in the heart of the local communities that they serve, using properties that were originally buildings of character. We endeavour as much as possible to retain as many of the original features as we can, whilst selectively extending and modernising the buildings to improve the standard of living for all our residents. This helps us to achieve what we believe to be a more optimal size for a care home in terms of balancing the culture and community offered with their operational and financial efficiency. In addition, we require that each of our homes offers private grounds for the use of residents and visitors.



## St Andrew's

This home is set in an old vicarage and provides personal care including nursing and dementia care for 41 residents in 37 bedrooms. It was recently extended to its current size by Jasmine through the addition of 12 high specification en-suite bedrooms along with increased communal space. Consequently, over half of the rooms are on the ground floor and are en-suite. Full occupancy of the new extension was achieved rapidly partly by obtaining a contract with the local PCT to provide them with intermediate care services for up to four service users. This home has extensive grounds despite the expansion that has taken place and these have recently been re-landscaped to a high standard. Refurbishment is continuing of the interior of the older parts of this home, including adding en-suites to a number of rooms. For more information see St Andrew's website - [www.standrews-carehome.co.uk](http://www.standrews-carehome.co.uk).



## Orchard Court

This home provides personal care in a former coaching inn. It currently provides accommodation for 27 residents in 25 rooms which are predominantly on the ground floor and en-suite. Since acquiring this home we have obtained registration to provide dementia care and have also recently extended and reconfigured the rear of it to improve its aesthetics, add two further large en-suite bedrooms and provide a new landscaped patio area for the residents' use. In addition, nine spacious high specification one bedroom close care bungalows for the elderly have been built in the grounds of this home. The staff of Orchard Court provide warden services, day care and personal care to the elderly people that own or let these. For more information see the Orchard Court's website - [www.orchardcourt.co.uk](http://www.orchardcourt.co.uk).



## Oxendon House

This home is an old country house and provides personal care for 33 residents in 30 bedrooms, of which approximately two thirds are en-suite. Since Jasmine purchased the home all communal areas have been refurbished, including the main staircase; many bedrooms have been refurbished with some having new en-suites added; and six new en-suite bedrooms with a private lounge have been created on the second floor (previously unused by residents). A total makeover of the front of the home has been completed, which as well as radically improving the aesthetics of the home has increased the amount of parking available. Oxendon has only had one small extension, but has significant potential to provide a significant amount of further accommodation at the rear of the property without detracting from its large grounds overlooking countryside. We have also obtained dementia registration at this home since purchasing it. For more information see Oxendon House's website - [www.oxendonhouse.co.uk](http://www.oxendonhouse.co.uk).



## Avenue House

Avenue House began life as two large modern but classic-style detached residences that were joined together and selectively extended to offer a high standard of modern living accommodation. Avenue House provides personal care including nursing and dementia care to 46 residents in 41 bedrooms, all of which are en-suite. Jasmine having added three of these rooms since purchasing the home. The home currently has three garden areas and has the potential to be extended either through the use of one or more of these or by building on top of the existing single storey wings that the home has. However, the current focus of our strategy for this home, being the most recent acquisition, is to raise its standard of care to the level offered by our other three homes. For more information see Avenue House's website - [www.avenuehouse.co.uk](http://www.avenuehouse.co.uk).

## Group

Jasmine has a total of 147 beds in 133 bedrooms (90% single beds) of which 103 (77%) have en-suites and 90 (68%) are on the ground floor. The average communal space at 4.4 square meters per resident exceeds the minimum indicated by the Commission for Social Care Inspection (CSCI). Jasmine provides nursing care for up to 87 residents and dementia care for up to 28 residents; with the balance of the care offered being personal care.

# Our Staff

## Management

All our homes have a dedicated on-site manager who is on call at all times and who has the primary responsibility for maintaining Jasmine's standards of care and high levels of occupancy. In addition, our managers have the support of the Care and Operations Director, Pam Morris, whose full-time role is to develop and assist them with improving the quality of care and facilities within our homes. Pam is also responsible for ensuring that best practice is adopted in relation to all procedures and documentation and plays an important role in maintaining good relations with commissioners of care and the regulators.

## Staff

Our managers are assisted by qualified and experienced care teams (including nurses where appropriate) who are on duty 24 hours a day, seven days a week. Jasmine continually invests in training our people and actively encourages and supports NVQ qualifications in care in order to develop them. Indeed, we don't just aim to achieve the training requirements of the Commission for Social Care Inspection (CSCI), but to exceed them, so as to continually improve the care provided to all residents. Other specialist training is also provided to staff, including a comprehensive induction when they start.

Jasmine employs nearly 150 staff, indicating the high ratio of staff to residents. Staff commitment is one of our strengths and we are proud of the long length of service of many of our people. We believe this is fundamental to providing a stable and caring environment for our residents.

## Maintaining high standards

The Directors of Jasmine make regular visits to the homes to provide support to our managers and ensure that high standards are being maintained and that improvements in our care, services and facilities are continually being sought and implemented.

In addition, all our homes are registered and approved by CSCI, the body empowered by the Government to regulate care homes. They inspect our homes regularly to ensure that high standards of care are maintained and the reports they publish can be viewed on their website [www.csci.org.uk](http://www.csci.org.uk).



Above and above right: Nursing and care staff with residents  
Right: Carer spending time with residents during their lunch



# Management & Ownership

## Senior Management

Jasmine Healthcare is managed by its Senior Management Team, which consists of:

### Chris Clark – Chief Executive

Chris takes overall responsibility for all aspects of the group's management assisted by Pam Morris and Anita Chambers. He also implements and manages all major capital projects and leads the group's corporate development activity which he follows through to the integration of acquisitions. Chris also plays a key role in investor relations, liaising with all our shareholders and our bank on a regular basis. He previously worked in private equity, where alongside his personal experience of elderly care homes, he learnt about the care home business in detail having come close to making a number of large acquisitions in the sector. Before that Chris worked at PwC, initially as a chartered accountant and later in their corporate finance practice.

### Pam Morris – Care & Operations Director

Pam oversees and manages the ongoing care and operational aspects of all of the group's care homes. This primarily involves being the main line of reporting for each of the homes' managers and working closely with them to ensure they and their homes achieve their maximum potential. Pam is also the Responsible Individual registered with CSCI, making her their main point of contact. Before taking on her group role, she successfully managed St Andrew's for ten years where she was responsible for turning it around from a poor home with low occupancy and struggling financially, to the thriving home with high standards of care that it is today. Pam has been a registered nurse for over 30 years.

### Anita Chambers – Head of Finance

Anita is responsible for all financial aspects of the business, including overseeing the financial control of the group, management accounting, budgeting and forecasting, and statutory reporting. Anita is a chartered accountant who qualified with Price Waterhouse and later held senior positions at Next plc and National Express Group plc. Anita is also a qualified pharmacist.

## Shareholders

In addition to Chris and Pam owning shares in the business, Jasmine has four passive shareholders including Andrew Nicholson who was one of the original co-founders of the business. Andrew now heads the Healthcare Team at KPMG Corporate Finance and through this role provides Jasmine with further useful insight into our sector and some additional leads on the corporate development front.

# The Future

Jasmine has ambitious but well founded aspirations for its future and intends to continue to build on its rapid controlled expansion and successes to date. As well as continuing to extend and improve our current homes, we intend to purchase new homes fitting our criteria. In particular, we shall look for homes that have the potential to be developed to also provide independent living accommodation like Orchard Court.

We aim to be a mid-sized corporate operator (500-1,000 beds) within five years. However, we are aware of the changing trends in the market and the government's policy towards elderly care. We are consequently intending to focus more on the provision of nursing, dementia and other more specialist areas of care.

In addition, we are currently looking to develop a domiciliary care business that we believe will assist with staffing our homes, provide a helpful feeder of residents into them and fulfil an increasing market need.

We are excited and optimistic about the future and look forward to positively contributing to the development and improvement of the provision of elderly care in the UK.

## Further information

Further detailed information about each of our homes is available in their individual brochures or on their websites.

The best way to find out more about Jasmine Healthcare, our homes and our ethos is to speak to any of the senior management team who are always keen to build stronger relationships with all the group's stakeholders. It may even be appropriate for us to arrange for you to come and have a look around, one or all of our homes, to really understand and feel what we are trying to achieve.



**Jasmine**  
HEALTHCARE

### Head Office

Suite Two  
Pattinson House  
Oak Park,  
East Road  
Sleaford,  
Lincolnshire NG34 7EQ

Contact: Chris Clark  
Tel: 01529 309055  
Fax: 01529 309055  
Email: [info@jasminehealthcare.co.uk](mailto:info@jasminehealthcare.co.uk)