

# Learning Disabilities Supported Living Evaluation Report

February 2016

## Contents

1. Background	p1
2. Summary	p2
3. Method	p2
4. Who Responded	p2
5. Main findings	p3
6. Challenges	p7
7. Recommendations	p7
8. Appendix 1 – full findings	p9

## 1. Background

Last year five Learning Disability Residential Homes were decommissioned and transferred into supported living arrangements. In preparation for this, we undertook an exercise to specify high quality standards for supported living through a tendering exercise for preferred providers signed to a framework agreement. As each home was being deregistered, a process for selecting preferred providers was developed and implemented. People living in the homes and family members, supported by external advocacy, were encouraged to decide whether they wanted individually to select their provider or collectively work together to choose one provider (a process known as Deciding Together). Up to now, each group of people has elected to use the Deciding Together process).

Each home has transferred to supported living at different times. The first two homes to transfer were Handsworth and Cottam Road. This evaluation looks at these two homes. The other homes; East Bank Road, Wensley Street and Beighton Road will be looked at throughout 2016.

Handsworth has nine tenants in five bungalows with people either living alone or two people sharing with their own bedrooms.

Cottam Road, at High Green has three houses each with six bedrooms, a shared lounge, bathroom and kitchen. It also has a community room in the grounds that is used for meetings, parties and recreation.

The aim of the evaluation is to gather views from tenants, family members and staff about the move to supported living and how the transfer was handled. The information gathered will be used to inform any similar future changes to ensure that people's experience of the change, and outcomes from the change, are better. It will also be used to check out issues raised where needed.

## **2. Summary**

On the whole, families and tenants reported that they were well-informed about the change to supported living, and felt fully involved in the choice of provider. More accessible information, provided earlier, would have been beneficial.

Although there were some initial concerns about what the change to supported living would mean, this is now seen as overwhelmingly positive by families and tenants. Similarly, concerns about changes in provider have now been largely allayed by the experience.

The focus of the feedback from staff was on some difficulty integrating new staff; differing terms and conditions; and adjusting the new expectations of supported living.

## **3. Method**

A set of questions for tenants and families was co-produced with service users and carers at the Learning Disabilities Service Improvement Forum (SIF). This was adapted to produce a set of similar questions for staff. An easy read version of the questions for tenants was also produced. The evaluation method was agreed with the SIF.

A variety of methods of engagement were used so that people could respond in a way that suited them including paper surveys with freepost envelope, on line questionnaire, face to face meetings and telephone.

On 18<sup>th</sup> December 2015 easy read letters were sent to tenants informing them of the evaluation and asking them to invite us to meet with them. They could choose to have family members or an independent advocate from Cloverleaf present if they wished.

Family members were also written to informing them of the letter to tenants. They had a paper survey enclosed and a link to an online survey, which was at [www.citizenspace.com](http://www.citizenspace.com). They also had the option to respond by phone.

Staff received a letter and were either emailed a survey and on line link or received a paper survey to respond to.

The managers at each home were asked to assist tenants and families in arranging meetings with us where requested.

The evaluation period ended on 5<sup>th</sup> February 2016.

## **4. Who responded**

### **4.1 Handsworth**

The tenants at Handsworth tend to have very high support needs and all but two have very limited capacity and little or no ability to communicate. Their relatives tend to be less involved as they may live further away and are not be able to visit so easily.

We therefore needed to involve other people to help gauge the views of the tenants. We utilised an advocacy service which we understood to have an established relationship with the tenants. We considered also seeking other advocacy services but judged it better to involve staff members instead because of: their good knowledge of tenants' personalities, preferences and non-verbal communication skills; our confidence that staff members would genuinely reflect tenants' feelings as best they could; the challenge of introducing new people with no prior knowledge of the tenants within the timeframe required for the evaluation.

We met with all nine residents. Three tenants were able to engage with us a little, but didn't understand all our questions. They had an independent advocate and staff members present when we met them who assisted in filling in some of the gaps. Six further tenants had non-verbal communicate so we talked to four members of staff about what they believed the person they were supporting had felt about the changes to supported living. Separately, we also asked for their thoughts as staff members.

We didn't receive any other feedback from staff either on line or by paper survey. Five family members responded either by paper survey or by phone.

## **4.2 Cottam Road**

The Manager arranged for us to visit as many people as we could in the time permitting. We met with nine out of 12 tenants. Some of these were not able to communicate directly with us themselves so four had a member of staff with them and five had a family member with them. One lady met us on her own. We met with three family members alone and five with their loved one.

We also met with four members of staff who had gone through the transfer and had further discussion time at a team meeting with around six members of staff, two of whom had gone through the transfer.

We received four completed paper surveys from family members. No paper or online surveys were returned.

## **5. Main findings**

The full findings can be found in [appendix 1](#).

**5.1 Information** – On the whole families reported that they were well-informed about the change to supported living. One person said more clarity about the need for a new provider earlier on the process would have been helpful, and another comment was that better use of plain language would have helped understanding.

Tenants were told, but some didn't want to know any more as they found it worrying. Many lacked capacity to understand and some unnecessarily worried they may be forced to leave their home.

**5.2 Choosing a provider** – On the whole those who responded felt fully involved. One family member wanted more involvement and one wanted less as they didn't want so much responsibility. The Deciding Together meetings were valued as a way of alleviating concerns and providing choice and control. The work of Christine Anderson in Commissioning was highly praised by some.

### **5.3 How people feel about the change to supported living**

We could only meaningfully engage with a small number of tenants about this due to their capacity. But most of those who responded were okay with the idea of supported living. A couple were worried about the idea of doing things for themselves.

A small number of family members felt from the start it would be a positive change, with opportunities for more independence. However, most family members were initially worried about how their loved ones would cope with change, and cope with new staff. They were worried about losing care that had been working well so far. Some were also concerned on behalf of the staff who work there. One person expressed the view that it was a way of cutting back on care for vulnerable people.

Since the change to supported living has taken place most tenants and families that we spoke to are very happy with the change. They can see their loved ones are happier and calmer. They get out more and do more activities supported by increased staff ratios. Many people are now more independent, doing more for themselves around the home and doing some of their own personal care.

One family member said they see no difference, but they do not visit their loved one very often. One family member said they feel the need to pop in more to check up on things than they did before.

A number of family members did say that it was very stressful and worrying going through the change for themselves and some of the tenants. But in the long run it has been worthwhile for the enhanced quality of life that their loved ones now have.

### **5.4 Changing provider**

A small number of tenants and family members were okay with the idea of a new provider. But the majority were at first very worried about new staff coming in and not having the appropriate experience to care for their loved ones. There was some concern about the motives of providers, that they'd just be wanting to make a profit. But it seems the deciding together meetings laid that fear to rest when those at Cottam Road were able to select CIC (which is not for profit).

Now the new providers are in place the tenants report being happier. They like the new bedrooms, and having more one to one support, which means more activities.

The families on the whole also report that their loved ones seem happier and calmer, have a lot more support and do more activities. They report seeing increased independence and that tenants are encouraged to do more for themselves which gives them a better quality of life. There are several people who have benefited from new wheelchairs and mobility transport since the new providers came in.

Families at Cottam Road reported an improvement in the up-keep of the place, and morale. There was high praise for the manager who does a lot to bring the families together and involve them in choosing staff. However, there were some improvements requested around houses having landlines, some issues with new staff leaving and concerns that some of the existing Care Trust staff have left.

One family member at Handsworth is worried about the turnover of staff and that their loved one doesn't seem as well dressed or as happy as he used to. However when we spoke to this tenant (with staff present) he reported that he is much happier, he likes meeting all the new staff and is well supported. He initially had problems settling in with his new housemate who was very argumentative, but the pair now get on very well indeed.

## **5.5 What has changed for tenants**

It was overwhelmingly reported that increased staff and one to one support means tenants are able to do many more activities such as; trips out, sensory experiences, shopping, sports, day centres, theatre, cinema and football matches etc. They are supported to learn to do more for themselves where possible such as; cleaning, tidying, getting drinks and breakfast, washing, shaving etc. This has a huge benefit to tenants' quality of life.

The new providers are trying new things with tenants. At Handsworth they are trusting them to access their own kitchen, providing new sensory and stimulating activities. Jigsaws that were previously banned as not age appropriate have been brought back with respect to tenants' choice.

Cottam Road tenants are greatly increasing their independence to do more for themselves. They are also given more choices and more flexibility within their day – e.g. a 92 year old tenant is now able to take a nap in his room after lunch. One tenant goes to Chapeltown on the bus by herself now. Another young tenant who has boundless energy has enough support to do whatever activities he wants throughout the day, e.g. going for a walk, shopping, playing sports etc. Cottam Road tenants have capacity to be more independent than those at Handsworth, and they are supported to save their money to buy things to support their independence, such as transport and electric razors.

## **5.6 Staff Views**

The staff at both sites felt that on the whole tenants are happier and calmer. They have more support which means more activities, and greater independence and therefore a better quality of life.

Some tenants struggled with all the new staff faces initially, but are now benefiting from increased support.

One member of staff at Cottam Road reported that a tenant was less happy, going to bed early and that her health had suffered. But when we met with that tenant alone she reported she was happy and more confident. The feedback from her family is that she was upset for the first seven days when she moved in (she moved in just after the change to supported living), but is very happy now.

The staff experience has been problematic at times with discrepancies in terms and conditions between transferred Care Trust staff and new staff causing tension within teams.

### **5.6.1 Handsworth**

At Handsworth we only received feedback from the new staff.

There were reports of transferred staff allegedly sabotaging the work of new staff. High staff turnover and high numbers of agency staff were reported as problems for providing the necessary consistency of staff for good quality care of tenants. At both sites it seems some original staff have left. At Handsworth the original staff work nights so presumably mix less with the new staff and things are getting better.

Handsworth staff reported that they felt misled when applying for the job. They expected the tenants to have mild learning disabilities and that they would be able to do a lot more for themselves than they can. They feel that expectations about tenants having independence are not realistic.

Staff would like the buildings improving to allow better access for some of the larger wheelchairs the tenants use.

### **5.6.2 Cottam Road**

We mainly engaged with transferred staff at Cottam Road and a few new staff at a team meeting.

At Cottam Road the discrepancies in terms and conditions are seen to be very unfair, but appeared to be handled well by the staff we met.

Staff had difficulties with the number of new colleagues coming in at once. It was hard for proper handovers and shadowing to be done so that staff could learn about tenants' needs. It was also hard for some tenants to see so many new faces.

The staff are very worried about the change to a new employer as they had worked for the NHS for 20 – 30 years. There are still concerns from some about their pensions. On the whole though, they feel that CIC is a good employer. Although, they feel that communication could be improved, especially with so many new staff coming in.

They can see areas for improvement such as tenants being housed with like-minded people and staff being matched better to tenants. They would like to see money safes, medication and landlines in each person's room. They'd also like to have some transport such as a minibus for taking people out.

## **6. Difficulties doing the consultation**

Due to tenants' impairments, some had limited capacity to give their views. This was particularly an issue for the majority of tenants at Handsworth. Families could not be present and independent advocacy from Cloverleaf was offered. However Cloverleaf advocates did not know the tenants so were not able to interpret the tenants' communication even if they had the capacity to understand the questions. This means that in some instances we were not able to get feedback from the most important people in this process – the tenants.

For those tenants at Handsworth who had some capacity and ability to communicate an advocate from Cloverleaf was present, but as she had not met the tenants before she was not really able to assist their communication, and so we relied more on staff to aid communication.

It proved difficult to engage with staff to get their views. We particularly wanted to hear from staff who had been employed before the transfer to supported living, but at Handsworth those staff who remained were working nights so we were unable to meet with them, and they didn't respond to the paper or on-line survey either.

Having a full day visit to Cottam Road worked well. The Manager arranged a meet and greet session for families and fitted in meetings with the consultation team on the same day. She arranged a staff meeting and invited us to it and also set up meetings throughout the day with tenants, family members and staff in various combinations. Although there were tenants who were out for the day so we were not able to meet them.

## **7. Recommendations**

The move to supported living has been difficult and stressful at times for all those involved, but the end outcome for the tenants is overwhelmingly positive in terms of their quality of life. If the process is repeated there are lessons learned which may help to ease the process in future and also lead to improvements for existing tenants and staff:

- Plain language and less use of jargon when providing information to families, tenants and staff will help aid understanding.
- The deciding together meetings worked well and should be repeated if this process is undertaken again – with those taking part having a say in how much involvement they would like to have.
- It was reported to us that a regular part of people's weekly activities involves going to some kind of day care. It should be explored as to whether this the most appropriate option for people.

- Discrepancies in pay and terms and conditions for transferred care trust staff and new staff has been problematic. Strong leadership and clear honest information from the providers is needed.
- Some staff at the Handsworth site felt that 'tenants don't have the capacity needed to make choices and be independent.' It will be necessary to look into what lies behind this statement.
- Transport was flagged as an issue at both sites. If funding could be pooled, it would be beneficial for each site to have its own minibus to take tenants on outings more easily.
- The meet and greet sessions for families to choose staff work very well at Cottam Road. Staff suggested that they would have liked the sessions to be held in the houses they will actually be working in so they get to meet the tenants they will be working with.
- Lower staff turnover and less reliance on agency staff was requested at Handsworth to improve consistency of care for tenants.



# Appendix 1 – Full findings

## **1. Handsworth Tenants and families**

There are 9 tenants at the Handsworth site (7 at Hall Road and 2 at Joseph Road). Most of these tenants have no communication so there was no way of engaging with them directly.

We spoke with two of the tenants who had difficulty understanding some of the questions to varying degrees, but we were able to find out the following:

### **1.1 How well have you been told about your care home changing to supported living?**

5 family members responded. 3 said they were told about it quite well or fully.

2 family members said they could have been told about it better:-

- The need to select a new provider was not made clear until after consent was given to change to supported living. They may otherwise have been more cautious.
- More meetings would have been good just to find out more, but nothing in particular.

### **1.2 How involved and in control did you feel during the deciding together meetings to choose a support provider?**

2 family members responded:

1 said they did not feel involved and in control as they didn't feel qualified to make that decision. The presentations went over their head and they would have liked more support and guidance.

1 said they felt fully involved and had plenty of opportunity to speak to people about their concerns.

### **1.3 When you first heard about the change at your care home to supported living, how did you feel?**

1 tenant answered that he thought it would be okay.

5 family members responded:

- 1 said that having more rights and control was a good thing
- The other 4 had concerns about; how their loved one would cope with change and losing a provider they know and like.

### **1.4 How do you feel about the change to supported living now?**

1 tenant answered that he loves it. He gets on with his housemate.

5 family members responded. One sees no difference. Two were positive:

- One said it has been a horrendous journey as things got a lot worse initially. The new provider is getting better though and things are probably better now than they were when it was a care home.
- One said they are happy with what the new provider is doing and they are making things better. But it's a shame the run-around bus had to go.

Two were negative:

- One feels the need to pop in and check up on their loved one more often than they did before.
- One said it's better now than during the change over, but unsure whether it's any better than as a care home. But then again they have only visited twice. They note that their loved one used to go on holiday abroad and this hasn't happened since the new provider came in.

### **1.5 When you first heard that there may need to be a different support provider, how did you feel?**

1 tenant answered – He was excited because he likes new people

All 5 family members who answered said that they were worried. This was mainly around how their loved one would adapt to change and new faces. There were worries about new staff having the appropriate experience.

### **1.6 How do you feel now that there is a different support provider?**

1 tenant answered - He feels alright and feels safe. The Manager present added that there were some teething problems as the tenant sharing the room likes to push new people and find someone to argue with.

1 family member sees no difference.

3 responded positively saying:

- Things have settled down since the change over. The previous provider was set in their ways, but positive changes are being made.
- My loved one seems happy and healthy and is benefitting from a new wheelchair that improves her posture that the provider supported her to buy with her own money.
- They involve me and tell me if there's anything wrong. I feel confident that she's in good hands.

1 responded negatively saying – they are very worried, we never see the same staff member twice. Their loved one has lost weight and doesn't seem as well dressed or as happy as he used to. Their loved one said he preferred it before the change to supported living. It is noted though that this is the same tenant who has answered positively about the change when we visited.

### **1.7 Has your life/or that of your loved one changed in any way since the change in the support?**

2 tenants described what they do. The staff present said it is an improvement on before:

- **Activities** - They both feel they have more activities to do now e.g. baking, bowling, darts, trips to Brunswick village, arts and crafts, football.
- **Independence** - One tenant described choosing their own food in Asda, helping to get their own breakfast as much as possible, and having a choice about whether they wanted to do an activity or stay home. He also takes his own money out when he goes shopping and chooses to buy colouring books with it. The other tenant said he makes his own coffee, showers and gets dressed, cleans his own teeth, shaves and does his own washing. Staff reported that he is also better at going to the toilet now.

4 family members responded to this question:

- 1 responded very positively saying that they have improved their loved one's eating habits, she's being given more and taking it. The previous provider only gave her a yogurt for lunch as they thought that's all she wanted. There are lots of new activities and they get out every day even if just for a walk around the block. Jigsaws had previously been banned for not being age appropriate, but they have now been brought back by this provider. Their loved ones moods have improved a lot although the changeover was very stressful.
- 2 weren't sure if there had been any difference as they didn't really know what they did before.
- 1 said that due to changes with other tenants their loved one has moved and doesn't have any friends now.

#### **a. Handsworth staff**

The staff who went through the transfer work nights so we were not able to meet with them and have not received any online or paper surveys back from them. We did meet with 4 members of staff who started after the change to supported living. They were supporting 6 tenants who we met, but due to the fact they lacked the capacity to engage with us we gained feedback from the staff supporting them instead.

Questions:

#### **2.1 How well have you been told about your care home changing to supported living?**

3 members of staff said they were told about it a bit but it could have been better

#### **2.2 When you first heard about the change at your care home to supported living, how did you feel?**

No responses

#### **2.3 How do you feel about the change to supported living now?**

No responses

## **2.4 When you first heard that you may transfer to a different employer, how did you feel?**

No responses

## **2.5 How do you feel now that you have a different employer?**

No responses

## **2.6 Any other comments on the changes that have taken place?**

4 members of staff who joined after the transfer responded.

Positive comments were:

- All staff members said they are able to offer more personalised care and one to one support. Particularly sensory activities which you don't have time for in a residential or nursing home.
- We trust tenants more and now leave the kitchen door unlocked for them, whereas the care trust felt this was too dangerous.
- The bedrooms are more personalised and so people seem to sleep better.
- The care people can access is more instantaneous than in a care home.
- Living in a smaller group is better for people as there's more interaction and it's more person centred.
- It's more relaxed and we can take people out more.
- The tenants seem happier and calmer now.
- One tenant particularly enjoys meeting new people so it's been beneficial for him.
- It took time for staff to get to know each other, but things have improved the more time that's been spent together. A lot of Care Trust staff have left now as well.

Negative comments were:

- 3 staff members were shocked when they started in the job as they didn't realise the extent of the tenants disabilities. The name 'Supported Living' made it sound like tenants could do more for themselves. They also said that in interview the tenants were described as having mild learning disabilities.
- There is a high turnover of staff and a lot of agency staff which is problematic. You can offer better care for people when staff know tenants better. Consistency is important.
- We didn't know we'd be working alongside NHS staff and were shocked at the difference in pay. This should have been explained before we joined.
- They felt that commissioners' expectations of residents are not realistic as tenants don't have the capacity needed to make choices and be independent.
- Communication could be better. We tend to hear things on the grapevine.
- New staff reported that Care Trust staff allegedly sabotaged their work, to place blame on them e.g. losing paper work.
- The buildings are not suited to the size and weight of some of the wheelchairs. One chair weighs 9 stone and workers hurt themselves manoeuvring through the narrow doorways.

### **3. Cottam Road**

We met with 6 tenants. 3 were with their family members, 3 were with staff, and 1 was on her own.

Questions:

#### **3.1 How well have you been told about your care home changing to supported living?**

9 family members said they were told about it fully:

- If they couldn't get to meetings they were sent letters.
- Any questions asked were fully explained and the chance to sit in and interview possible future employees was very good. The input and work carried out by Christine Anderson was of the highest quality and honesty.
- We were told about the change 4 years ago and have been very well informed ever since.

2 family members said they had been told quite well. The written info and meetings were good. Although one family member said that although it was good they got to choose the provider from a short list, he would have liked to have been involved earlier on, in deciding the shortlist.

1 tenant was told, but didn't want to know as he is terrified of official people.

#### **3.2 How involved and in control did you feel during the deciding together meetings to choose a support provider?**

2 family members responded to this question.

Positive:

1 family member felt quiet involved, the meetings went well.

3 family members felt fully involved:

- The process of interviewing in a relaxed atmosphere could not have been better.
- The number of meetings for each stage was good. We felt fully involved at all times.
- The Deciding together meetings were very good. They were able to choose the provider that they felt was most caring. They have since been to around 8 meet and greet sessions to interview new staff. There were 17 staff and they now have 40 which they think is fantastic. They would have liked more plain language and less jargon during the deciding together meetings though.

Negative:

1 said the meetings dragged on and were suspicious that it was a money saving exercise. But the change has been good.

1 said they could have been better, but when pressed said they only went to some meetings and they seemed to go well.

### **3.3 When you first heard about the change at your care home to supported living, how did you feel?**

3 tenants responded:

Positive:

- Accepted it quite well.
- Still happy and content, it hasn't made much difference to him.

Negative:

- Worried about doing things for themselves.

7 family members responded:

2 Positive:

- This home was already good and not institutionalised like others. But I was in favour of supported living as it would give her more independence.
- We thought it was good as we didn't know how much money our loved one had and now she is getting a mobility car in a few weeks. She didn't have any transport before.

Negative:

5 family members were worried about change:

- Confused and felt changes would be poorly handled by the council.
- Worried about new staff as it can be hard for loved ones to get to know people.
- Happy with how things were.
- Terrified as you hear a lot about bad care homes.
- Loved ones have lived here for many years and change will be difficult.
- 1 Worried about being kicked out
- Concerned for staff and residents
- Things were okay before although trips had dropped off and it would have been nice to get out more.
- Felt vulnerable people were bearing the brunt of the cut backs.

### **3.4 How do you feel about the change to supported living now?**

9 family members responded positively:

- All said that it was beneficial to have more staff and one to one care.
- Tenants have a better outlook on life as can do more for themselves which makes life more interesting.
- Our loved one seems happier and calmer
- It has been hugely successful for us as a family to have our loved one living here. For the first time her voice is being heard.
- They are arranging for our loved one to have her own transport which will make a big difference.

Both tenants and family members are happy with the change:

4 tenants told us that they are happy. They do lots of activities such as going out to Chapeltown, lunch clubs, trips, cinema, bowling, shopping and theatre. They do things for themselves, like get own breakfast.

2 family members told us they are happy with the change:

- Having more staff is excellent and the new managers is also excellent. She involves the families well, brings them together. Her heart and soul is in the place.
- Another family member said they can tell their loved one is happier, not so depressed

### **3.5 When you first heard that there may need to be a different support provider, how did you feel?**

2 tenants said they were happy with the way things were and liked the staff who worked there.

Positive:

- 2 family members were okay with it as it was all open and honest.

Negative:

- 6 family members were initially worried about something new and staff changing.
- 1 family member had initial panic that a new provider would be doing it for profit and their loved one would end up in a nursing home.
- 1 family member felt for the staff who had changes imposed on them and feels that people in a caring role should be well rewarded for their work.

### **3.6 How do you feel now that there is a different support provider?**

3 tenants responded:

- 1 tenant is very happy with the home, although he moved in after the change to supported living. But he is more independent than at home and does a lot of activities as there's staff there 24 hours.
- 1 tenant likes it. He has a better bedroom and likes sharing the living room.
- 1 tenant likes it, and is still happy

9 family members responded positively

- Very pleased with staff and managers. There's been a big improvement in morale at Cottam Road.
- They are doing a good job so far.
- Having an on-site manager is good. They've tidied the gardens up and decorated. It looks and feels more cared for.
- We haven't noticed any change in care, but he seems better dressed now and wears the types of clothes he likes now.
- My loved one doesn't accept change very well and was initially upset, but after 7 days she loves it. She now sees this as her home (she moved in the first day CIC took over).
- Having a new and bigger room is great.
- The Manager keeps us well informed if there's anything we need to know about how our loved one is.
- All commented that it's good there are more staff and tenants get out more.

There were a few negative remarks as well though:

- It is worrying that staff who have been at Cottam Road for years are discontent and looking for, or have left for other jobs.
- It is time each house has its own landline.
- There seems to be a slight problem with recruitment.

### **3.7 Has your life/or that of your loved one changed in any way since the change in the support?**

5 tenants responded positively:

- 1 tenant said goes out a lot more. He is very energetic and enjoys having so much support around. He's very independent, but has learnt to do even more for himself since living here, such as having a shower and using the washing machine and dryer. He goes shopping with support and chooses his own food e.g. Nutella. He has help with shaving, but they are assisting him to save his money to buy an electric razor, and also an iPad and new X-box. He has new friends and goes out a lot to youth groups and sports activities.
- 1 tenant said he goes out more e.g. food shopping, bowling and cinema. He can choose each day what he wants to do. He helps to clean his own bedroom, dusts and his own breakfast. He has a job at Love Street packing knives for which he gets a small wage. He goes to the pub on a Friday. He has learnt to do gardening.
- 1 tenant said (supported by his niece) he tenant now makes birthday cards and presents for his niece. He gets out to Meadowhall and goes to the shops to buy beer. He has more choice as he chooses what to spend his money on, and chooses his dinners. There's less routine and more choice. Now that there are more staff he also has the option of an afternoon nap (he's 92 years old). Before the change he had to stay in the communal room. His quality of life has only got better since the change in provider.



- 1 tenant backed up by his family member said he cleans his room now. He goes out more often to football matches, the theatre. He finds everyone friendly. He likes the system for managing his money.
- 1 tenant backed up by family members said she does more around the house now like cooking, cleaning and ironing. She can choose what to spend her money on. She pays for a carer to come on trips with the family when they go away.

8 family members responded positively:

- We can tell the change has been good, our loved one seems less depressed now.
- Feel safe and well. More interaction with other tenants. Days out. And the new provider has managed to secure a mobility vehicle for our loved one.
- Has made new friends. More one to one support means there's more opportunities. More independence as he is now encouraged to dress himself and tidy up. We feel that he will learn more in the future as well with so much one to one support available. We would choose supported living again. The meet and greet sessions to choose staff are great.
- More activities and more independence. Makes own bed, cleans up and gets drinks.
- More independent, safe and well. Our loved one feels listened to, has a say and she feels empowered. She manages her own money day to day. She's learnt new skills e.g. baking, laundry, cooking and cleaning. Her typical day is less regimented. She has more of a say in what she does. The staff have been great at advising her to eat healthily too.
- Our loved one helps to clean her bedroom now. She feels safe and well as she's with the same tenants that she knows. She does plenty of activities.
- Our loved on is doing things she wouldn't have done before and gaining confidence.

#### **4. Cottam Road Staff**

5 members of staff responded who were all employed before the transfer to supported living.

##### **4.1 How well have you been told about the care home changing to supported living?**

2 said they could have been told about it better:

- We knew for 4 years before it happened. Better communication was needed.
- You can't change care and tenants over night, Supported living doesn't suit everyone.

Another 2 reported that they had been told about it fully but still would have liked improvements in communication:

- Didn't know what to expect from supported living
- We were told years ago, but didn't fully understand how the NHS and council could both be involved. The language used was confusing and not at the right level.

#### **4.2 How did you feel when told about the change to supported living?**

1 member of staff was looking forward to the change, but didn't feel their tenants were suited to supported living as they can't do things for themselves.

4 out of 5 staff were concerned:

- Concerned as been there for 20 years. Didn't know what to expect.
- I like change but was worried if I'd still have a job.
- We didn't know what to expect and felt scared. It was a big change and stressful. We knew there'd be more staff but took a while for them to be in place.
- You can't make changes to care and tenants overnight. Supported living doesn't suit everyone.

#### **4.3 How do you feel now about the change to supported living?**

We spoke to some staff individually and also at a team meeting. Feelings were mixed:

Positive:

- Supported living here is great, but other supported living developments have more private homes. It was difficult to see how buying food would work in a shared kitchen but it does.
- It feels okay now. Some people went off sick due to stress. We're still learning. Residents go out a lot now. More staff means people can do more. Tenants are happier.

Negative:

- We have more staff but there are still issues about getting things done such as cleaning. Two residents find supported living difficult as they think the staff should clean up as we are paid to. They are used to being looked after.
- People have been placed where there's space and not where it's appropriate.
- A more gradual introduction of new staff would have been better for the staff and residents. This would mean new staff got a better handover and information about tenants care needs.

#### **4.4 How did you feel when you first heard you may have a new employer?**

All 4 staff members we met said they were worried. They have worked for the NHS for 20-30 years. The NHS have good terms and conditions.

1 person is still worried that their job isn't as secure and doesn't understand why the NHS didn't get the contract.

In the team meeting it was also raised that the difference in pay and holidays between the old and new staff is very unfair.

#### **4.5 How do you feel now that you have a new employer?**

3 staff members responded positively:

- It's getting better and it's more beneficial for the tenant.
- They are a good employer and I am involved in other things now e.g. recruitment
- It's alright but I would rather work for the NHS due to the better pension they offer.

2 responded negatively:

- I'd rather work for the NHS as the private sector has a high turnover of staff which isn't good for residents.
- In the team meeting it was reported that there are so many new staff sometimes the existing staff feel they don't; get as much support. More support, meetings, supervision and newsletters was requested. Some people leave after one shift.
- There are some elements of supported living that are still not in place such as transport, safes, medication and phones in rooms.

#### **4.6 Any other comments on the changes that have taken place?**

4 members of staff responded positively:

They all commented that tenants were happier, had more one to one support and did a lot more activities. 3 of these also felt that tenants were becoming more independent and learning to do more for themselves.

There were some negative comments in the team meeting:

It was reported that one lady has become more withdrawn and goes to her bedroom at 6pm every night and her health has suffered. (when we met the lady concerned alone, she reported that she loved living there and was happy and confident, she had moved to Cottam Road at the same time it transferred over).

It was requested that meet and greet sessions for choosing staff were held in the houses they will be working in so they can meet the tenants they will work with at interview. Staff should be better matched to tenants.

Having new staff is great but getting people trained up is hard.

This page is intentionally left blank