



Care and Extra Care Housing

Enter and View REPORT

Bourke Gardens

Scheme Contact Details:

18 Alfred Street
Worsley
Salford
M28 3UX

Date of Visits:

24th of September 2018

Healthwatch Salford Authorised Representatives:

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1.1 Introduction

Extra Care Housing (the model of Extra Care)

Extra care housing schemes are self-contained flats within a communal housing scheme that enable older people over 55, and others who require extra support, to continue to live independently with flexible support and the security of 24/7 emergency response and care from on-site staff.

Extra Care is defined by having 24-hour care presence in the building to meet the care and housing support needs of tenants in the scheme. Extra Care housing is often classed as independent living with some supported living, like the mid-day meal being provided as part of the tenancy. Support is tailored to the needs of the individual, as part of their care package, to enable people to live in their own home as independently as possible.

Schemes incorporate community-based facilities and visits by professionals from the community i.e. communal spaces and facilities such as an activities room, hairdresser, restaurant/dining area, visiting priest for a monthly service and others.

All properties are self-contained with a fitted kitchen, bathroom with walk in shower [*level access wet-room*], one or two bedrooms, a lounge and their own front door.

Extra care housing schemes operate under a model of having a third of tenants with high care needs, a third with medium care needs and a third with low care needs. As people age sometimes their care needs increase and they are reassessed by social services to ensure it is still appropriate and safe for them to stay on at the scheme. Although 'a home for life' is encouraged sometimes this can lead to more than a third of people living at the scheme with high care needs, which requires more staff time and care.

The size and model of Extra Care varies across Salford. Some are purpose built schemes and others have been converted from other types of housing. In some schemes the housing provider is responsible for activities and in others it is the care provider. As well as variation in contract specification and models, schemes are also shaped by their size and layout and what resources they have available.

Healthwatch Salford

Healthwatch Salford is the independent consumer champion for children, young people and adults who use health and social care services in the city of Salford.

Healthwatch Salford:

- Provides people with information and support about local health and social care services
- Listens to the views and experiences of local people about the way health and social care services are commissioned and delivered
- Uses views and experiences to improve the way services are designed and delivered
- Influences how services are set up and commissioned by having a seat on the local Health and Wellbeing Board
- Passes information and recommendations to Healthwatch England and Care Quality Commission



Healthwatch Salford have statutory powers that enable local laypeople to influence Health and Social Care services under the Health and Social Care Act 2012. One of these statutory powers is to undertake Enter and View visits of publicly funded adult Health or Social Care premises. The Health and Social Care Act allows local Healthwatch Authorised Representatives to observe service delivery and talk to service users, their families and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies.

Enter and View visits are undertaken when Healthwatch Salford wants to address an issue of specific interest or concern. These visits give our trained Authorised Enter and View Representatives the opportunity to find out about the quality of services and obtain the views of the people using those services.

Healthwatch Salford also produces reports about services visited and makes recommendations for action where there are areas for improvement. Information gathered and reported on is referenced against information from health and social care providers, commissioners as well as national and local research sources.

1.2 Acknowledgements

Healthwatch Salford would like to thank the Bourke Gardens scheme staff team, tenants and relatives for their contribution to the Enter and View visit. Healthwatch Salford would also like to thank the landlord and care management for their time and involvement in the preparation for the visits.

1.3 Disclaimer

Please note that this report relates to findings observed on the specific date visited. Our report is not a representative portrayal of the experiences of all tenants, relatives and staff, only an account of what was observed and contributed at the time.

Some of the tenants spoken to had some difficulties recalling the days' events, such as what they had for breakfast, what activities there are and took part in and this has been factored into how and what is reported from the survey data.



2.1 Visit Details

Care Service Provider:	Care Watch
Housing Provider	City West Housing
Scheme Address:	18 Alfred Street, Worsley, Manchester, Greater Manchester, M28 3UX
Date and Time of Visit:	Monday 24 th of September 2018, 13pm-16pm
Authorised Representatives:	Safia Griffin David Backhouse Ruth Malkin Mark Lupton
Healthwatch Salford Contact Details:	The Old Town Hall, 5 Irwell Place, Eccles M30 0FN Email: feedback@healthwatchsalford.co.uk Telephone Number: 0330 355 0300 Website: www.healthwatchsalford.co.uk

2.2 The Care Provider

See Care Quality Commission* (CQC) [website to see their latest report on Bourke Gardens](#).

* Care Quality Commission is responsible for the registration and inspection of social care services in England.

Carewatch is a homecare provider with staff based at Bourke Gardens to provide a package of care to tenants that need care and extra support. Currently about 36 tenants are receiving care at the scheme.

Staff are onsite 24 hours a day and people can receive between one and four calls a day to receive personal care or additional assistance to promote their independence.



2.3 The Extra Care Scheme Housing Landlord

City West Housing Trust is committed to improving lives through their Extra Care offer. They work hard to engage and involve their tenants as much as possible to ensure that they continue to live happy, healthy lives and remain living independently in their own homes for as long as possible.

Bourke Gardens is a purpose built scheme comprising of 56 private one and two bedroom apartments designed for Independent living. With access to care and support 24 hours a day and regular housing management support the scheme also offers a wide range of events and activities helping to maintain and improve health and wellbeing.

City West have two staff who work across Bourke Gardens and Amblecote Gardens and the Extra Care Scheme Management Officer has a regular hourly drop-in once a week that is advertised to tenants and their families, with housing staff based at the scheme during office hours. City West has recently recruited a new post of Community Wellbeing Officer to develop engagement and activities across the four schemes they manage.

The scheme has its own restaurant, with meals freshly prepared and cooked in the kitchens and these meals are served in the communal dining room. City West manage the contract for catering with ABM, a third party catering provider.

Activities at this scheme are organised and delivered by City West staff.

The four Extra Care City West schemes are:

- Monica Court, in Eccles
- Astley Court, in Irlam
- Amblecote Gardens, in Little Hulton
- Bourke Gardens, in Walkden



2.4 Purpose and Objectives

Rationale - purpose of Enter and View programme into Extra Care Housing

- The care provided is regulated by the Care Quality Commission (CQC) but the facility itself is not inspected
- Commissioners are in the process of reviewing these schemes and our engagement would provide an opportunity for the voice of tenant to be heard more fully in this process
- Healthwatch Salford wants to understand how care is experienced by tenants and dignity and choice is maintained within an extra care housing scheme
- Little is known about whether schemes of this type support the reduction of social isolation and loneliness and/or promote social interaction
- To assess whether communication is fully accessible for tenants

Objectives

- To assess the impact of the variation in care, as rated by the CQC, on tenants
- To evaluate the capacity of Extra Care housing to reduce indicators of loneliness and social isolation
- To capture and share areas of good practice and examples of where things are working and rated more highly by tenants, family and care staff
- To determine whether communication is being conducted effectively
- To recommend areas for improvement

The context

There is a shift across national and local health and social care services to renegotiate the relationship between healthcare and the service user. A change in relationship to enable more independence and allow people to take back control and responsibility for their own health and care. The model of Extra Care, if effectively run and resourced, should fit well into this new model of reablement, independence and personal responsibility. For details of this see Salford's locality plan, ['Start well. Live well. Age well.'](#)

However, like with other parts of the social care system there are challenges to operating this model both from an operational point of view and tensions from service user expectations when renegotiating responsibility of care.

Healthwatch Salford is interested in the tenant's perspective of Extra Care and if this model enables and provides wellbeing, social inclusion through activities, appropriate communication and levels of care. Through a programme of Enter and View visits into the six schemes in Salford Healthwatch Salford will engage with tenants, staff, relatives and landlords to explore and review these key areas.



3. Methodology

The project

This programme of Enter and Views is focused on the Extra Care Housing scheme context and the care providers who deliver care in these settings in Salford. The two providers operating in Salford in the Extra Care Housing schemes are Comfort Call and Care Watch.

All six Extra Care Housing Schemes will be visited:

1. Amblecote Gardens in Little Hulton – managed by City West Housing Trust
2. Astley Court in Irlam – managed by City West Housing Trust
3. Bourke Gardens in Walkden - managed by City West Housing Trust
4. Monica Court in Eccles – managed by City West Housing Trust
5. Moores House in Claremont and Weaste – managed by the Retail Trust
6. Mount Carmel in Ordsall – managed by St Vincent's Housing Association (Mosscares)

Due to the cross-over of some responsibilities in some schemes and variation in Extra Care models and because the care is being provided within a scheme that is managed by another company (the landlord), both the care provider and landlord, where relevant, will be reported on in this report.

Healthwatch Salford staff met with the three Extra Care landlords and care provider Comfort Call at the end of June to discuss this programme of Enter and Views and their involvement in this.

After this first meeting a three-way meeting at each of the schemes was arranged between Healthwatch Salford, the housing manager and the care manager and care coordinator. Where visit dates were confirmed and the Enter and View process was discussed in more detail.

All visit dates were announced and pre-arranged with both the landlord and the care provider.

The Project steps:

- Meet with commissioners and local CQC officer to brief on intention to Enter and View Extra Care Housing schemes and the care providers
- Commissioners to introduce Healthwatch Salford to the scheme and care managers to gain the full cooperation of the providers in this Enter and View process
- Project lead to meet and brief scheme and care managers
- Project lead to get information about tenant meetings and other communal meetings to coincide with Enter and View to survey residents and undertake observations
- Conduct visits and write reports within a 6-week turnaround

Timeline:

- June - Commissioner and CQC meeting
- July – meetings with scheme and care managers
- August-September - Enter and View visits
- October – Enter and View reports and report summary
- November - Presentations and commissioner meetings
- December-January - Follow-up meetings / telephone calls to review recommendations based on the visits



The visit

This was an announced Enter and View visit to Bourke Gardens. The Enter and View visit date was arranged around when most staff would be available and there was some crossover of staff and when tenants would be finishing lunch and sitting in the communal lounge.

Although our poster was displayed, and our visit was announced in advance to tenants, we only managed to speak to 6 tenants in depth. The timing of the visit overlapped with an activity later in the afternoon, so a few people who would have spoken to us were busy with the activity.

Due to the nature of Extra Care Housing, both the care provider and the housing provider were involved in the Enter and View visit, with staff from both the care and the housing provider being surveyed.

At this scheme the following groups and number of people were surveyed.

- Tenants x 6
- Care staff x 4
- Housing staff x 2 (and 1 catering staff member)
- Relatives x 1
- Care Coordinator x 2 (which include comments from the Branch Manager)

Survey questions were written to assess:

- the effectiveness and responsiveness of communication from the provider to the tenant
- provision of social activity within the schemes, with a focus on social inclusion
- the quality and type of care provided

A proportion of the visit was also observational, involving the authorised representatives walking around the public/communal areas and observing the surroundings, using their senses and a checklist prepared for this purpose.

Some staff referred to people as residents and others tenants. For consistency in terminology the word, 'tenant' will be used throughout this report.

When wording is included in square brackets [] it has been added by Healthwatch Salford for clarification.



4. Summary of Key Findings

City West Housing are responsible for activities and provide activities in the scheme 7 days a week, once or twice a day. Tenants are actively involved in this and run tenant led activities and some run an activities committee to organise things like trips out and to raise funds. City West also try and organise guest speakers and invite community members to run activities at the scheme. The catering staff do food related activities each month with tenants.

All the tenants we spoke to joined in with activities and also found it easy to do so, many listing different tenant led activities and trips and other things going on at the scheme.

Tenant care needs were being met and they were able to retain some independence. Although many tenants we spoke to were not able to do the things they used to do before living at the scheme. This was mainly down to declining health or there not being an activity covering that particular interest.

Many of the tenants we spoke to were quite vocal and critical about food and mealtimes but this was not everyone's feedback.

Responses to the question of feeling happy were mainly positive with some mixed comments and most tenants replied 'yes' to if living in an Extra Care housing scheme was of benefit to them and their health.



5. Results of the visits

Environment

Bourke Gardens is a three-storey purpose-built housing scheme, with 56 one- and two-bedroom flats.

The scheme has:

- Activity room / lounge with a tenant's kitchen to one side
- Small lounge / reading room
- Laundry facilities
- Dining room and restaurant
- Hairdressing salon
- Wellbeing room
- Gardens
- Ground floor access
- 2 Lifts to all floors
- Wide corridors
- Car park
- Assisted bathing facility
- Scooter storage

The housing scheme is a large and long building with wide corridors and several communal areas. On the first and second floors on the landing of each staircase there is a themed seating area with bookcases, ornaments and tables. On the ground floor past reception there was another seating area well used by tenants. Each floor is colour coded to help tenants navigate the scheme and find their flats.

The ground floor lounge had a tenant's kitchen, TV, tables and sofas and access to a small lounge with bookcases and ornaments.

The noticeboard was on the ground floor in the corridor outside the lounge and there was some pictorial signage, mainly on toilet doors and the toilets had been designed to be dementia friendly.

The restaurant was L shaped and overlooked the back of the building and to one side of this room were two desktop computers available for tenants to use.

Overall, this scheme was well presented, warm, clean and tidy throughout, with natural light from the windows on most sides of the building.



6 Tenants - Survey Feedback

• Activities

Tenants joined in with activities and found it easy to do so, *“yes. If there is something I am interested in”*. In this scheme tenants led many activities and some also ran an activities committee to organise things like trips and raise funds.

Most tenants seemed to enjoy the activities, with one tenant stating that things could be better and that there was not always something that met their tastes.

Sometimes activities did not run due to low numbers and tenants found this disappointing and frustrating, especially if they were escorted down and only realised this once they got to the lounge.

Many of the tenants we spoke to did not do the things they used to do before coming to the scheme. This was due to different reasons, for example, for some it was declining health, others lack of opportunity to do their hobby and one due to a bereavement.

Most tenants said they were asked about what activities they would like to do *“yes. Staff are very nice,”* with two saying they had not been asked.

• Wellbeing

Most tenants said yes to being happy, *“yes. I feel happy and secure,”* but some responses to this question were mixed and not positive, *“yes I suppose so, but I am frustrated that I’m not able to do the things I like to do any more,”* and *“no, not really”*. Most tenants replied ‘yes’ to the question of if living at an Extra Care housing scheme had been of benefit to them and their health

• Care needs

Tenants care needs were being met, *“yes, carers are very attentive,”* and tenants were still able to retain some independence and do things for themselves. One tenant stated that they were physically limited and another stated, *“just wish there were more carers.”*

Tenants did think that staff knew them and what they like and do not like.

• Food and mealtimes

When tenants were asked about food most of their comment were very critical.

From talking to staff and catering manager, we are to understand that there has been some change in catering staff and management and that comments and feedback about the food are asked for on a regular basis but the tenants themselves gave us the impression that the standard of catering was still not consistent and that problems with the food had been going on for 18 months, since the scheme had opened.

Half the tenants we spoke to felt very strongly about their view of the poor quality of food, some said they had left their lunch uneaten and seen others do so. These tenants felt that sometimes the quality of the food was so poorly prepared and cooked that it was inedible

There were concerns about people not eating enough and getting a good nutritional balance if they were routinely leaving food uneaten.

There were also some comments about the lack of choice and quality of the evening meal, i.e. one slice of cheese on toast.



Of all the questions we asked, this was the one that tenants were most vocal about.

- **Staff**

Tenants were confused about who the Care Coordinators were [*this is partly down to these senior staff members being called something else at this scheme*], with one tenant naming the housing provider instead and only one tenant naming one of the two senior care staff.

Tenants said that staff did treat them with dignity and respect, although one tenant did say that housing staff were a bit blunt sometimes.

- **Communication**

Tenants seemed confident in being able to speak to a senior carer if they needed to and would either ask a carer or ask at the reception desk.

Tenants also seemed aware of how to make a complaint.

None of the tenants when asked wanted to change anything about their care, "*no. The care staff are brilliant,*" with one tenant also mentioning that they had to wait sometimes, and that staff were under a lot of pressure.

Staff communicated with tenants in person and in writing and management would explain service changes. Tenants were also communicated through:

- Newsletters
- Noticeboard
- Flyers through their door
- Intercom
- Tenant meetings
- Private letter
- In person

Three of the six tenants were aware of tenant meetings and two attended. Two found it useful but did not think that anything changed as a result and another tenant said there were issues around them raising maintenance needs and this being forgotten. They wanted something in writing from the housing provider to acknowledge the maintenance issue and an idea of when it would be fixed.

- **General questions and responses**

Tenants were asked how long they had lived at the scheme with four having lived there since it had opened and two for less than a year.

Four of the six tenants said 'yes' to the question of if they felt enabled to stay on at the scheme as their care needs changed. Three tenants did consider the scheme a home for life, with one saying that they had no choice but to stay and two were unsure.

Is there anything else you would like to tell us [Healthwatch Salford]?

- "*More things to do please*"
- "*Food is inedible sometimes...*"
- "*staff are excellent.*"
- "*I feel the staff are being secretive and whispering to each other in front of tenants*"



1 Relative Survey Feedback

- **Activities**

The relative was asked about activities provided at the scheme and if they were happy with the range of activities. The relative thought that there was not much on offer for men and they did not seem happy with what was offered, *“doesn't appear that men are engaged with. Men tend to be more active but are left out of the group.”*

The relative wanted to see more activities that catered to different interests.

- **Care needs**

When asked the relative did not think that their family member's care needs were being fully met and said that they had raised the issue with care staff, but they did think that their family member living in an extra care scheme was of benefit to them and their health.

The relative also thought that carers knew their relative up to a point but really needed dedicated carers, as not all of them understood their family member's needs.

The relative thought that care staff seemed to have enough time to care for their family member but that at weekends there were fewer staff.

- **Food and mealtimes**

The relative brought up food and mealtimes, stating, *“second sitting you get larger portions. No option to eat later if you are not there for lunch.”*

- **Staff**

The relative named the housing manager, when we asked if they knew who the Care Coordinator was.

They also said that some staff were friendly and helpful, but it depended on which staff you spoke to.

They did think that all staff treated their family member with dignity and respect.

- **Communication**

The relative did not know about tenant meetings until the minutes were circulated but did know how to make a complaint if they ever needed to, and did feel confident that if they did that it would be acted on.

- **General questions and responses**

Is there anything else you would like to tell us [Healthwatch Salford]?

- *“staff don't wear name badges. Tenants don't know who they are, and this makes them feel a bit isolated.”*

Care Watch – 4 Care Staff Survey Feedback

- **Questions about the staff**

One care staff member had worked at the scheme since it opened and the other three for less than 12 months.

Staff roles surveyed were Care Worker and Team leader



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Staff enjoyed different things about their job including;

- *"Making people smile. Helping them with what they need. Knowing I have helped someone do every day things"*
- *"Promoting independence and making a difference"*
- *"I love it all. I love talking to tenants and getting to know them. Working with the team"*
- *"I love it here. It's hard work but I feel I've made a difference in people's lives."*

- **Activities**

Care staff mentioned many different activities provided at the scheme by housing.

Activities are not linked to care plans but are covered by the housing provider's support plans [wellbeing plans], as activities are organised by them.

Care staff offer reminders, encouragement and support to tenants to join in with activities and from their care plans staff are aware of any communication needs or disabilities.

Some staff put a lot of thought and effort into including tenants in activities i.e. sitting with them and explaining what is going on, prompting and escorting them and asking the what they want to be involved with. Some of the care staff have volunteered in their own time to accompany tenants on their day trips, the most recent one being to Blackpool.

Activities are run by tenants themselves with some support and help with organising from the housing provider. Tenants organise all the trips together. It is housing staff that involve the tenants in developing and running activities, *"staff encourage and prompt. Staff are fantastic."*

- **Health**

Care staff will book transport to help tenants get to health appointments and phone to make the appointment and to arrange home visits.

- **Religion and culture**

A priest visits the scheme once a month and tenants come down from their flats to join in for the service and a tenant goes to church service on Saturday afternoons with support.

- **Care for the tenants**

Staff get to know a new tenant before they arrive through reading their care plan and once they arrive staff talk to the tenant. This is ongoing, so not to ask too many questions all at once and to give them time to settle in.

Care plans are reviewed every 6 to 12 months and updated with any changes. There is a daily handover and communication book for other changes.

When we asked if they had enough time to care for tenants two said 'no', *"no. sometimes you don't feel you can have a chat. It's nice to have a chat"*. Two said 'yes' but went on to say *"yes. Not going to say no because you always want more time. You have to be quite organised. They are good here,"* and *"yes. I would say so. Sometimes you can be a bit stretched."*

- **Communication**

Changes are communicated by management to tenants and family and documented in the appropriate books and files. Staff will talk to tenants and care attend the tenant meetings, *"we talk to people and have regular tenant meetings. Relatives can also attend. We ring relatives. A lot of people like to talk to you and that time isn't always there."*



- **Staff involvement and support**

Three of the four staff felt that they were encouraged to give feedback and could talk to management if they had any problems. Two of the four care staff also thought that they received good support from the Care Coordinator, with two stating more could be done and that the role needed clarifying.

All four staff felt encouraged to continue to develop their skills and training.

Three of the four staff did feel supported by housing management, with one stating that they felt that there was a lack of communication.

- **General questions and responses**

Is there anything else you would like to tell us [Healthwatch Salford]?

- *“Extra care is the way forward. Extra care works. We’ve all got a lot to learn. It’s independent living and some people think it is a care home. A district nurse comes in and that is really good. They are safe.”*

City West – 2 Housing Staff Survey Feedback

We surveyed two housing staff members and one catering staff member at this scheme. There are some staff that work across schemes who were interviewed at other schemes. For their comments please read the other Enter and View reports into City West Extra Care Housing schemes:

- Monica Court
- Astley Court
- Amblecote Gardens

The kitchen staff member comments are not listed, as they were surveyed to give some background and context to the catering side of the scheme.

Q) How long have you worked here?

One staff member had worked at the scheme since it had opened and one since 2015, when they were a manager at another scheme.

Q) What is your role?

- Administration
- Housing management

Q) What do you enjoy about your role?

- *“Enjoy every single day. Varies so much. Deal with it on a day to day.”*
- *“Enjoy everything. I enjoy leading the team, to follow my lead on getting it right.”*

- **Activities**

Housing are responsible for activities and listed several different activities, such as:

- A quiz on Monday’s
- Knit and natter
- Bingo twice a week, led by the tenants
- Music class twice a month
- Story reading



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- Gardening
- Arts and crafts
- Baking twice a month
- Darts

The housing provider look at activities within support plans [*called wellbeing plans*] and try and involve and cater to people's interests as much as possible and this is part of the extra care offer at Bourke Gardens.

Housing staff work with the care team to support tenants and include those with extra needs or disability, encouraging them as much as possible, "*...we can organise an activity for 2/3 people just to involve them*".

Involving tenants in the development and running of activities is mainly around tenant's interests and there is a lot going on that is tenant led, "*they are well ahead of me. We explain when they first move that this is independent living. We support the committee. They have their own bank account.*"

- **Religion and culture**

There is a church service the last Friday of each month and tenants attend local churches.

- **Communication**

The housing provider use any form of communication that is preferred by tenants. Changes and updates are given via letter, tenant meetings and the newsletter.

Tenants are also reminded to look at the noticeboard, as there are daily changes to activities and housing have started to laminate the activities schedule and put these on the dining room tables.

When asked how they involve and gather feedback housing staff said that they email and send letters to family and attend tenant meetings, use noticeboards and flyers through people's doors.

- **Staff involvement and support**

Housing staff did feel encouraged to give feedback and also hold weekly meetings with Care Watch. The housing provider and care provider work closely together and management meet monthly to discuss things.

Staff are encouraged to continue to develop their skills and training and feel supported by housing management.

The Care Coordinator (team leaders)

As this scheme has two Team Leaders [*Care Coordinators*] one was surveyed using the Care Coordinators survey and the other a staff survey. Comments from the Branch manager for this scheme have also been included under this section.

The Team Leader surveyed had asked to be transferred over from another scheme to work at Bourke Gardens and was still settling into the role. This is what they said about what they enjoyed about their role, "*I do enjoy the role and go and have a chat with tenants. Learn about them. No rush. You need to know a lot about them to do your role.*" The Team Leader's role is to make sure that good quality care is provide.



The Branch Managers role was split with 2.5 days at this scheme and 2.5 days over at another scheme in Manchester and they manage all staff, oversee complaints and the care plans and they enjoy, *“the finance. I ensure compliance side and put things right if they are not.”*

- **Tenant information**

The care provider does a full care plan, including all tenant’s history and this is not done in one meeting, several are held with the new tenant. Reviews are done usually every 6 to 12 months, with a mini review before. Carers will say if they think a tenant’s care plan needs reviewing.

- **Activities**

The housing provider are responsible for activities. The care provider’s role is to encourage, prompt and escort tenants to activities. If there is time, staff will sit with tenants and support.

- **Health**

Transport is arranged, and home visits booked, as required. Families are also involved.

- **Religion and culture**

There is a monthly service and any faith or religious needs are documented in the care plan.

- **Staff**

Training is provided to staff and they are in the processing of arranging NVQs.

Staff are involved in tenant care so have input but its person centred, so tenants have a say in their care.

- **Communication**

Tenants and their family can attend the tenant meetings to have a say and can come and speak to management for both housing and care. There is also a comments book in the dining room.

Complaints are dealt with by management and the Team Leader will go and speak to tenants and family to try and put it right.

Tenants’ communication needs are detailed on their care plans i.e. if they need large print, prefer people to speak to them or prefer everything written down.

Additional Notes

None.



In summary

- **Care and independent living**

Tenants stated that their care needs were being met and that they were able to retain some independence and still do things for themselves.

They were less positive about still being able to do the things they used to do before living at the scheme. This was mainly down to declining health or not having an opportunity to do a hobby.

Most tenants said they were happy, but some responses were also mixed. More positively, most tenants replied 'yes' to if living in an Extra Care housing scheme was of benefit to them and their health.

Two tenants commented on staff being under pressure and sometimes having to wait when they pressed their call button and some staff also mentioned being busy. Two of the four care staff said they did have enough time and the other two said that they did not, with comments made about wanting more time, not having the time to chat and being stretched sometimes.

- **Food and Mealtimes**

Many tenants were also quite critical about food and mealtimes; some thought food was inedible at times and had left whole meals uneaten. This is concerning as nutrition is such an important part of health and mealtimes are important to social connection and interaction.

Housing were already aware of some complaints but not to this extent and so these critical comments were passed on to the housing provider after the Enter and View visit, who responded quickly with clear actions they were going to take.

- **Activities**

The housing provider were responsible for providing activities at the scheme and worked closely with the tenant led activities committee. Though due to low numbers sometimes activities do not run as planned.

All the tenants we spoke to joined in with activities and found it easy to do so, mentioning the tenant led activities and trips and other things organised within the scheme. Though, two tenants did not think that different interests were always provided for and wanted more things to do.

The housing provider puts in a lot of time and support around activities, going beyond their contractual obligations, and it is positive that they have such an involved activities committee. Such involvement means that there is still scope and potential in this scheme to develop and widen this offer further, to meet new interests.

- **Communication**

Tenants seemed involved and confident about speaking up. There was a little confusion about roles in the scheme and who was who from some tenants, though tenants were mainly positive about staff.

Comments about communication were mostly positive, with a few critical responses by some tenants, a care staff member and the relative we spoke to and so this area should be worked on.

The care provider and housing provider had clear processes in place to communicate and share information, with this relationship still developing and staff talking and supporting each other.



6. Recommendations

Care provider

1. Care staff are already putting in a lot of time, encouragement and effort to ensure that tenants can join in with activities and go on trips.
We would recommend that staff continue to support, within their role, to increase tenant participation in activities and inclusion.
We would also recommend that the housing provider and care provider work closely together on this area as appropriate, sharing knowledge and insights into what seems to work and ideas for improvements.
2. Two tenants and some care staff commented on how busy care staff were i.e. feeling pressured and not always having enough time. The relative we spoke to also said there were fewer staff at weekends.
We would recommend reviewing contracted hours with social services and the number of tenants with high care needs and the number of double ups [*two staff assisting a tenant with their care*] required at the scheme.

Housing

1. Many tenants took part in and enjoyed the activities on offer throughout the week and it is also positive that tenants run the activities committee. Now that City West has recruited the new post of Community Wellbeing Officer to develop this area across the four schemes that they manage, there is more scope to offer different types of activities and increase participation and inclusion.
We would encourage this person to work closely with other housing staff and the local community and the tenant led activities committee to increase variety, inclusion and numbers taking part in activities.

We would also recommend getting in touch with Salford CVS around volunteer involvement. Salford CVS run a 'Volunteering in Care Homes Project', which extends to extra care. The project aims to encourage the involvement of volunteers within homes and schemes, to support an Activities Coordinator to provide a wider variety of social activities.
2. There were different comments about communication and responsiveness, especially around maintenance and things not changing. Some tenants also seemed confused about staff roles and the relative we spoke to did not know about tenant meetings and thought that lack of staff badges meant that tenants did not know who they were.
We would recommend creating a 'you said, we did' board to demonstrate to tenants that their comments are taken onboard and to show what has changed and the response to their comments.

We would also recommend moving the staff photo board somewhere else, as its current placing is just before some double doors and it is not where tenants or visitors would sit and wait and so easily notice it.

We would also recommend looking into the matter of staff wearing name badges and assessing the pros and cons of this.



7. Service Provider Responses

Care provider response to our recommendation

We are very pleased that service users in general feel that Carewatch staff are caring and competent. The care team are sometimes stretched but we are not particularly short staffed at Bourke Gardens but there will always be instances when staff are dealing with an incident and are unable to attend to someone immediately. However, their call will be answered and their needs prioritised and it is always explained to service users as accurately as possible if we are unable to attend immediately, and a timescale given, to calm the service user and manage their expectation.

Our staffing levels are the same 7 days a week and are not reduced at weekends. We have 3 carers on early shifts, 3 on late shift and 2 on night shift with overlaps at each end for handover. We are aware of some service users who need assistance at mealtimes including those for whom the catering staff cut and prepare food to enable easier eating, and our role is to encourage independence where possible. However, if we become aware of anyone struggling we would always assist and if necessary request a reassessment of that individual's support needs to put something more permanent in place.

Care staff do wear name badges, but we have been asked if on some occasions staff can wear a large print badge with just their first name on, rather than the formal Carewatch ID. We have 2 members of staff who do this with one service user at their request.

We will also continue to support and encourage service users' involvement in activities and offer input and suggestions to the housing team. We are constantly improving our communication with the housing team and hold regular meetings as well as sharing operational information as and when it occurs.



Housing provider response to our recommendations

City West welcome any feedback that can help us to improve our services.

Activities

City West Housing have recently introduced the post of the Community Wellbeing Officer to work with local agencies to further develop the Extra Care wellbeing offer, improve tenant engagement and accessibility to services to support and improve tenants' health and wellbeing. The Community Wellbeing Officer now holds weekly meet & greet surgeries at Bourke Gardens to allow tenants the opportunity to discuss activities that they would like to participate in.

Some of the activities or projects planned include:

- Carrying out tenant surveys to find out what activities tenants would like to get involved in
- Engaging with local health improvement teams to deliver activities to improve health and wellbeing
- Liaising with the established tenant social group at Bourke and supporting them to apply and gain funding to support activities of their choice.
- Funding achieved to enable us to commission Salford Community Leisure to develop an Extra Care choir
- City West funding for specific music based activities to support people living with dementia delivered by the Northern Chamber Orchestra and Manchester Camarata
- Working with Society Inc, a not for profit organisation to develop a be-friending project involving local volunteers with the aim to also encourage tenants to become befrienders for other tenants living across the extra care schemes.

The team at Bourke Gardens and the Community Wellbeing Officer are working closely with tenants to discuss ways to improve engagement for men's activities, expanding the existing portfolio of events based around tenant feedback. There are currently a number of activities that are led by men and are well attended including, curling, fit club, poets' corner and a greening club. We will work with tenants to see how the range of activities can be further expanded to ensure everyone's needs are met.

We will also contact Salford CVS to see how they could support the further development of activities with the "volunteering in care homes project"

Communication

City West Housing Trust work hard to engage with tenants and listen to their views.

City West Housing Trusts scheme staff attend regular care team meetings and meet weekly for a contractual partnership meeting, there are monthly partnership meetings with scheme management staff and quarterly meetings with service management from both housing, care and catering.

Tenant meetings are held monthly and advertised a month in advance on notice boards for tenants and family to attend, reminders are also given to ensure that all tenants have the opportunity to attend. These are attended by the scheme housing, care and catering managers.

Monthly Extra Care Service Manager drop ins also take place and are advertised on notice boards providing tenants and families with the opportunity to come along discuss any points that they wish to raise.



Enter and View report for: Bourke Gardens

The Community Wellbeing Officer also now holds weekly surgeries to provide tenants and families with the opportunity to discuss activities and interests.

The catering area manager holds monthly drop in sessions to provide tenants and families with the opportunity to discuss any catering concerns.

City West Housing trust staff provide a monthly newsletter that includes tenant articles and a monthly activities calendar that is developed based on tenant feedback each month. We have recently introduced a "You said we did" poster and will be developing a notice board that promotes communication in this area.

In response to the recommendations we are also planning to hold an event for tenants, their families and other stakeholders based around the working together for change model, this will further explore the issues working, not working and things important for the future from the tenants perspective.

Following this event, we will then develop Improvement plans to be put in place agreed by tenants and progress will be reported via regular tenant meetings.

Food and nutrition

We took immediate action regarding the concerns raised in respect of food and nutrition. Meetings took place with the catering company and the care provider and a survey focused around the satisfaction with meals has been developed for tenants, families and staff which will help us to investigate further the concerns that have been raised. This will be completed by 31st October with findings to be presented at the tenant meeting scheduled for November.

The catering provider ABM has also put the following immediate actions into place:

- All tenant food profiles are to be updated by ABM team, tenants and care staff which will be fully completed 31st October
- Further training for catering staff with regard to presentation, menu, ordering and service requirements.
- Special diet food presentation and process to be reviewed
- Tea time menu to be reviewed

Maintenance

City West Housing Trust works closely with the service centre and the maintenance team to ensure that jobs are completed in a timely manner. Jobs are reported and assigned a response time dependant on priority. In order to resolve any tenant concerns a member of the maintenance team will now attend the monthly tenant meetings to respond immediately to any concerns and feedback progress on any ongoing repair or maintenance issues.

Other areas for improvement

With regard to the other suggestions for improvement contained in the report we will look to identify an alternative location within the scheme to locate the team photo board so this is easier to view for all tenants and families.

We will also look to introduce staff name badges for the Housing team and further discuss suggestion with the care provider to ensure all staff at the scheme are easily identifiable to tenants and families.



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