



## Organisational Achievement 2010

### For the Organisation

- Successfully tendered for five new services
- Introduction of the Senior Support Worker Development Programme
- The two day Person Centred Thinking training for managers has been very well received and has been very motivating.
- Introduction of electronic time sheets
- Service users were involved with 100% staff interviews.
- Reduced staff turnover
- Winning £250,000 lottery funding.
- IT training
- Improved format for management visits and monitoring of services.
- Service User involvement in training and work at the office, had increased.
- Maintained Investors in People Award
- Responding to financial cuts in creative and flexible ways.
- For individual service users
- Several people went on holiday abroad for the first time.
- One person held their first ever party which was a major achievement for them.
- A service in the Bridgend area completed a project for a much needed sensory room.
- The Drama and Computer Group for service users were extremely successful with individuals contributing and achieving a great deal.
- Creative use of resources supported two people to retire from their day centre.
- One person climbed Pen-Y-Fan

### HOW WE HAVE PERFORMED

During 2010 Drive successfully tendered for 5 new services, gaining 1 supported living scheme in Merthyr, 3 in RCT and a contract for targeted support hours in the East of RCT. We are extremely pleased to be able to work with the staff and service users who have transferred to us, and have already seen a marked improvement in how the services are being managed.

Gaining the new tenders has been extremely important in such a difficult financial climate. It is encouraging that Drive can compete well and has maintained its reputation as one of the leading providers of social care in Wales.

Accommodation Services as of December 2010.

<b>Unitary Authority</b>	<b>Developing independence &amp; others</b>	<b>Shared Supported Living</b>	<b>Individual Supported Living</b>	<b>Total no.of Individuals</b>
Bridgend	0	34	6	40
Merthyr	0	9	3	12
M.C.C	0	0	6	6
R.C.T	60	81	9	133
Totals	49	118	23	190

<b>Service</b>	<b>Title</b>	<b>Location</b>	<b>Number of Service Users</b>
Employment Training	Horticulture	R.C.T	21 people
Respite Care	Short Term Care	R.C.T	60 people being supported
Emergency Accommodation	Preparation for Independent Living	R.C.T	5 people

## **INTERNAL INFORMATION**

### **PERSON CENTRED THINKING AND ACTIVE SUPPORT**

The focus last year and for the forthcoming year will be to consolidate our person centered approaches ensuring what is written on paper for Service Users is delivered. Through the re-introduction of Active Support and investment in Person Centered Thinking training the process has already begun. All Senior Managers and Team Managers have been trained in a two day foundation course for Person Centered Thinking, and 10 teams have received training in Active Support. This should lead to significant improvements in support plans for individuals, and ensure that resources are utilized for the most important needs of individuals. Monitoring activity will be introduced in 2011 to encourage the implementation process of both models of support.

## QUALITY IMPROVEMENT PLANS

The Managers of all services have developed Quality Improvement Plans, setting targets to work on during 2010. Themes from the plans are summarised below.

### What is working

The plans reflected a great deal of thought about support to service users and how this could be improved. There are clearly a wide range of community activities being explored, and many goals were being set towards individualisation of people's homes.

Most plans talked about either reviewing or implementing person centred plans for the people that we support. OSM's have added this to their monitoring format to support and feedback on progress with this.

There were many goals set to improve decor/gardens that clearly involved service users in major choices and decisions on how this was to be done.

### What needs to be developed

All plans need to work on up-dating progress when targets set have been achieved. The plans need to reflect responses to external monitoring recommendations for example from the local authority or supporting people teams.

In some cases there is a need to incorporate broader management and quality improvement issues, for example budget and resource issues, move on requirements or team development.

Some plans reflected on the achievements from the year before, and we will be encouraging all managers to do this as a team building event for this year.

### Compliments and Complaints

Drive received 3 written complaints in 2010, compared to 3 in 2009, therefore the number remains the same. All of the complaints for 2010 were responded to in writing with-in 10 working days, however one required a lengthy investigation as it was a recurring complaint needed to be looked at in detail.

### RCT

Date	Area	Source	Category	How managed	Out-come	Notes
25.5.2010	RCT	Family	Care and Support	Investigated by Drive	No Action taken	Treated as a malicious complaint against a member of

						staff
<b>21.6.2010</b>	RCT	Neighbour	Care and Support	Investigated by OSM	No Action taken	Investigation report sent September 2010

### Bridgend

Date	Area	Source	Category	How managed	Outcome	Notes
<b>26.7.2010</b>	BRG	Family	Care and Support	Joint investigation with Local Authority	Complaint Upheld	Meeting held with L.A. Service User incompatibility acknowledged, and Service User has moved.

Drive received a range of compliments from Care Managers and Relatives about the quality of our support. We also received several written thank you notes to our NVQ assessors for the help and support provided to candidates.

The Compliments and Complaints Policy has been reviewed to be more accessible in order to encourage the capture of less formal but never-the-less important complaints from service users and families, so that Drive can learn and improve services at a very individual level.

### STAFF SATISFACTION SURVEY

As well as completing the set survey questions, people also provided specific comments regarding what Drive should keep doing, stop doing and start doing. The key themes emerging from these comments were as follows:

#### Keep doing

- Training and NVQ's
- Giving feedback
- Putting service users first
- Person centred planning

- Good holidays and pension
- Good communications
- Expanding

**Stop doing**

- Transferring staff so often
- Relying on good will of staff
- Recruiting/promoting people with the wrong skills
- Showing negative TOIL when working across services
- Producing too much paperwork
- Wasting money

**Start doing**

- Pay more
- Localise more training
- Listen more to front line staff
- Expand and start new activities
- Give longer rota's

Senior managers within Drive will be studying the outcomes in detail over the course of the next few months. Although some of the issues highlighted e.g. Pay are largely out of our control, we will endeavour to act on the findings as much as possible.

The survey shows that although we need to improve in some areas, staff are largely still positive about the way Drive operates, are proud of the work we do and want to stay with the organisation. This sense of unity will stand us in good stead for the challenges we face in the future.

	Mean	Strongly Agree	Agree	Disagree	Strongly Disagree
Base	<b>75</b>	<b>32%</b>	<b>52%</b>	<b>12%</b>	<b>3%</b>
Communications	<b>72</b>	<b>25%</b>	<b>58%</b>	<b>14%</b>	<b>3%</b>

Communication Channels	73	43%	36%	13%	8%
Learning & Development	74	32%	51%	14%	3%
Employee Satisfaction	69	23%	54%	18%	5%
Management Style	81	41%	52%	7%	1%
Company Culture	77	32%	58%	8%	3%
Equalities	68	19%	59%	17%	5%

## TENANT PARTICIPATION/CUSTOMER SATISFACTION

It is five years since the Participation Strategy was first compiled with Service Users and today Service User involvement is an integral part of Drive.

One target set in the strategy was to ensure that all new staff are interviewed by service users. This year we are pleased to be able to report that 100% of our new staff were interviewed by service user panels.

### The Advisory Group

The Service User Advisory Group continues to meet once a month, reporting to the Board of Management through video minutes, and supporting the work of the Tenant Participation Strategy.

The Advisory Panel consists of six Service Users, two board members, the Chief Executive, and Participation Officer. Ceri Bowditch and Pat Hopkins left this year to be replaced by Graham Harvey and Jade Davies.

As well as the standard agenda items regarding finance and monitoring, the advisory group has worked on reviewing the Participation Strategy and the Role of Senior Support Workers, has advised on things that staff should be trained in, helped to review the Business Plan, advised on a review of the Compliments and Complaints Procedure, and discussed how to monitor services.

### Service User Conferences

Drive held two conferences this year. The summer conference in June focused on how service users can get involved with running Drive. The feedback for this is contained in Appendix 1. Part of the conference captured feedback from service users on the support they receive. Comments included:

- I have helpful staff
- The staff who work for Drive are very good.
- I enjoyed the conference very much
- They are all nice people to work with.
- We have a very good manager.

Our AGM in October included a Drama performance that high-lighted issues for service users on how they are supported by staff.

Service Users this year have received training on topics such as; 'How to use a Video Camera' and 'How to Facilitate Training. 'They have delivered training on 'Supporting People to Speak Up' and have contributed to the tendering process by making information films and attending interviews.

## **FUTURE SKILLS INITIATIVES**

2010 has been a successful year in the raising of funds to assist Service Users to develop skills and participate more fully in their communities.

The Big Lottery awarded a grant of almost £250,000 to the Future Skills Project to promote employment opportunities, and establish self sustaining social enterprises in Caerphilly and RCT.

Initiatives include a gardening project attached the horticultural project, and a composting scheme in RCT, and the Parc Cwm Darran Coffee Shop, Blackberry Catering and Ceramics/Arts and Crafts projects in Caerphilly.

The funding for all of these projects is now ready to be accessed, so the work can now begin in earnest to move them forward.

### **The Big Lottery Awards for All**

Drive secured £5000 to pay the salary of a Work Coach to support Service Users to work within Drive offices developing their administrative skills. 5 service users are currently being supported through this initiative.

## **EXTERNAL MONITORING**

### **NVQ**

In September the External Verifier Karen Pontin, for City and Guilds Learning and Development Award commented on '*how well the candidates were being supported to complete their NVQs and the comprehensive quality assurance processes in place.*' Currently, 40% of our workforce is qualified to a minimum of NVQ Level 2 in Care and 93% of our managers qualified to level 4 or above.

## **HEALTH AND SAFETY**

At the end of 2009 Drive commissioned an external health and safety consultant, Laura Harris from Thomas Carroll, to undertake a gap analysis exercise in relation to health and safety systems within Drive. The resulting report focused on proposed actions to enhance health and safety systems across the organisation.

The consultant visited the emergency service at Windsor Street, the Short Term Care service in Brynsadler, the Horticultural project and a complex supported living service at Heol Dewi Saint, Bettws. These services were chosen specifically as they highlight the numerous challenges encountered when implementing robust health and safety processes.

The report was submitted to the board of management in February with a comprehensive action for 2010. The plan includes the need for a review of a range of policies including the Health and Safety Policy, Lone Working Policy, Manual Handling Policy, and the Fire Risk Assessment Policy.

Overall it is pleasing to note that in general, practical arrangements for health and safety are sound within Drive however policy guidance needs to be revised/updated to reflect best practice together with enhancements to the management system for health and safety.

## **INVESTORS IN PEOPLE**

In December 2010 Drive was reassessed against the standards for the Investors in People Award. Staff from all levels were interviewed by an external assessor, and I am pleased to report that the review was extremely positive. Drive has maintained the award and successfully achieved the core standards.

### **What is working**

- The report highlighted points of good practice, with many staff commenting on a strong values base and team work approach across all levels of management. Training, development and NVQ achievements continue to be commended, in particular the involvement of managers in training needs analysis across the organisation.
- 'People have the trust and confidence of the senior team to steer the business forward with continued emphasis on sustaining a team ethos and person centred approach.'
- 'There is good evidence to show that you are continually reviewing ways to improve the business. Regular employee surveys help people to influence the way things are done and support your culture of involvement and openness.'
- 'OSMs are seen to be supportive and visible, working with teams to support change and monitor standards across projects.'
- Quality Improvement Plans are used effectively for service users and all staff talked about the high level of care and support to ensure service users and family needs are met. '
- There is a good level of consultation reported, with team approaches to work with task and finish groups.

## **Things to work on**

- Staff reported that there have been positive efforts to ensure effective communication, for example staff forums and the newsletter. Information and actions from staff forums could also be passed on faster, with objectives or responses to issues raised set out clearly in the newsletter.
- However, some staff feel information is not reported in timely way, and not enough information is passed on regarding the activity of the organisation.
- Not many staff confirmed that there is feedback from trade union meetings.
- Lots of good feedback for the development of the business plan – need to set smart objectives and clear targets in order to take the business forward, and maintain the high quality of the work that we do.
- Managing absence and on-call response is a strong theme and effects the value that staff feel is placed on the work they do and the support given to do it.

## **CSSIW INSPECTIONS**

Positive Inspection reports have been received for Short Term Care under the Care Homes for Younger Adults Regulations, and Domiciliary Care services.

The report for Domiciliary Care services was extremely positive. Good practice recommendations from the last visit had been acted upon, and the inspector observed good support being offered during her visits. Staff reported feeling supported and valued by their managers, and Drive's customer satisfaction systems were high-lighted as being comprehensive.

There were four Good Practice Recommendations including the need for an annual performance report for the organisation, and several recommendations regarding the storage and administration of medication.

The report for Short Term Care was also positive. Three regulatory requirements were enforced regarding regularity of training and supervision, and information held about medication, however these were of a minor nature and have been easily resolved.

## **RHONDDA CYNON TAFF LOCAL AUTHORITY**

We were sad to say goodbye to Chris Elliot in 2010, who has been monitoring services in RCT for many years. We now look forward to building an equally productive relationship with the new postholder, Peter Radmore.

10 supported living schemes were visited in RCT West in May 2010, and 12 in RCT West in November. The feedback was positive describing good quality support to tenants, and observing a wide range of domestic and leisure activities being undertaken.

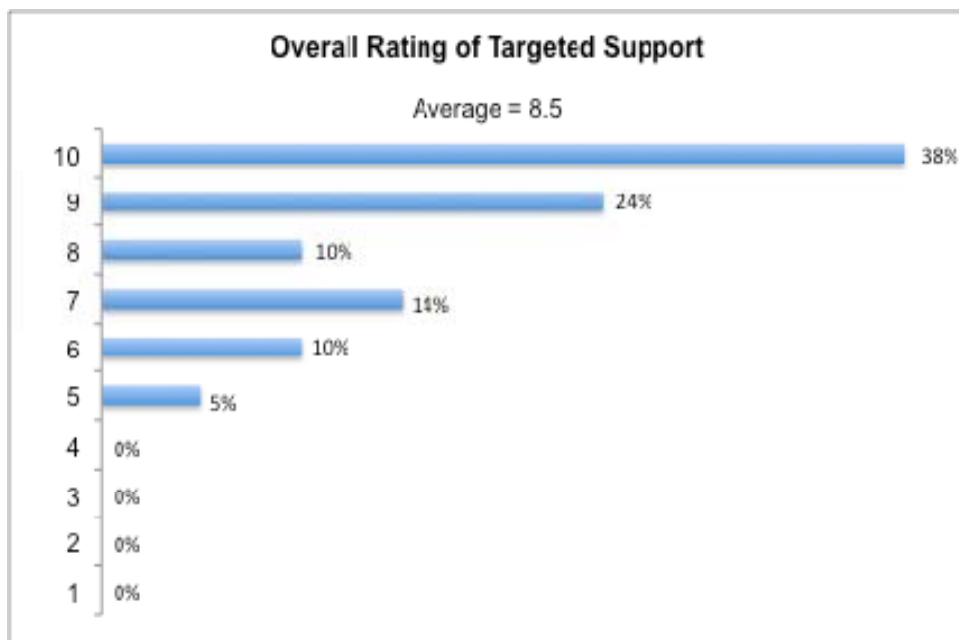
Person centred plans were excellent for some individuals, but this now needs to be seen across the board. There is also a need to ensure that participation in daily living is evidenced through the active support model.

All tenants finance were seen to be in order. 'Drive has a system of finance monitoring in place that is a point of excellent best practice. This should be shared with other providers.'

It was also commented that Risk Assessments and checklists need addressing, and all tenants should have communication plans in place.

## TARGETED SUPPORT

To ensure our Targeted Support services continue to meet the needs of our Services Users and families Helen Lancaster Research Ltd was commissioned to complete a Survey between June and July of this year. 21 telephone interviews were conducted with relatives of clients receiving Targeted Support. The table below shows the overall rating out of 10 that relatives gave to the service.



## Executive Summary

What's Working	What needs to improve
<p>The quality of support provided by support workers; this includes understanding and being sensitive to clients' needs, showing respect to them at all times, keeping them safe and providing emotional and psychological support</p> <ul style="list-style-type: none"> <li>• Continuity of support</li> <li>• Keeping personal information confidential</li> <li>• The way the support workers deal with relatives; this includes being punctual, heeding relatives' views and requests, and providing feedback about the support delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Some managers are difficult to contact</li> <li>• Changes to rotas at short notice</li> <li>• Cost and expenses claimed</li> <li>• Some relatives would like more options for activities.</li> </ul>

The vast majority of relatives are happy with the amount of involvement Drive has with the individual planning process.

They reported that they had good information about Drive as an organisation:

- 85% say they understand Drive's philosophy
- 76% know about Drive's complaints procedure
- 38% have contacted the offices at Nantgarw
- Only 14% (2 respondents) would like more information about Drive

The overall results of which were that *'targeted support delivered by Drive is highly regarded by relatives and those who receive it. It is acknowledged to be a valuable service for both clients and carers in that it occupies the client and thereby provides the carer with welcome relief and free time.'*

### **WHAT WE WILL BE WORKING ON NEXT YEAR.**

As our current Business Plan draws to an end, 2010 has seen a period of creative consultation processes with staff and service users in order for us to set out a new plan for 2011 – 2016. Detailed below are the seven strategic priorities that we will be working to:

- Strengthen support by implementing strategies to co-ordinate quality assurance mechanisms and activity
- Strengthen service planning strategies and mechanisms
- Devise and implement strategies and initiatives to improve performance and maintain Drive's financial viability
- Implement strategies and initiatives to maximise the effectiveness of the workforce.
- Review strategies for branding, communication and marketing
- Implement management information and I.T. strategy
- Review and implement the Participation Strategy

Each theme will support the work needed to be addressed through the variety of feedback mechanisms reported above. Based on the range of feedback we have had, priorities for this year will be:

- ❖ Continue the development of Quality Improvement Plans
- ❖ Have good quality person centred plans and information across all services
- ❖ Review and develop our Risk Management Process
- ❖ Develop customer satisfaction processes further
- ❖ Continue to respond to budget cuts in creative and flexible ways

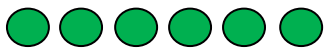
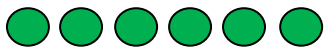

Service User Conference 2010

Ways of taking part in Drive

Results of the voting

Interviewing our staff	18	
Conferences	17	
Raise money for drive	16	
Use computers more	15	
Planning what we do	15	
More social events	15	
Working for Drive and getting paid	14	
Making information films	12	

Training our staff	12	
More involvement in house paperwork	11	
Volunteering in drive	11	
Lobbying and talking to people in power	11	
Taking part in management committee	10	
Help organise participation strategy	10	
Raise money for other people	9	
Checking services are good – monitoring	9	
Rules and policies	8	

Information on how to get involved	6	
Drama	6	
Giving Drive feedback	5	
Making information easier to read	3	