

REPORT TO: HOUSING COMMITTEE - 12 DECEMBER, 2011

REPORT ON: INSPECTION OF SHELTERED HOUSING WARDEN SERVICE BY THE CARE INSPECTORATE

REPORT BY: DIRECTOR OF HOUSING

REPORT NO: 523-2011

## 1. PURPOSE OF REPORT

- 1.1. The purpose of this report is to report on findings of the Care Inspectorate inspection of the Sheltered Housing Warden Service.

## 2. RECOMMENDATIONS

- 2.1. It is recommended that the Housing Committee:
  - i. Notes the contents of this report, and
  - ii. Instructs the Director of Housing to monitor progress towards meeting the areas for improvement contained in this report.

## 3. FINANCIAL IMPLICATIONS

- 3.1. None.

## 4. MAIN TEXT

- 4.1. The Sheltered Housing Warden Service was inspected in June 2011 by the Care Inspectorate. They published a report on their findings and this is attached as Appendix 1. (Please note that previously, and at the time of the inspection, the Care Inspectorate was known as Social Care Social Work Improvement Scotland.)
- 4.2. The Care Inspectorate identified the following key strengths of the service:
  - 100% tenant satisfaction rate with warden staff treating them with respect.
  - 98% of tenants were overall happy with the quality of support the service gave them.
  - Good communication between tenants and wardens about their preferences and need for support.
  - Wardens were responsive to tenants needs when they changed.
  - There was an improvement in the consistency of quality of housing support plans and annual reviews with tenants.
  - Staff are aware of using good social services values in their work.
  - The service monitored and audited the proper use of its systems in place such as; recording calls to tenants, completion of housing support plans and handling of tenant's money.
  - The service is highly rated and valued by tenants.
  - Warden staff are very committed to ensuring tenants have a good, responsive service to ensure their safety and wellbeing.

- The service routinely asked tenants their views on the quality of support, staffing and management as part of the annual review of their housing support plan.
- The service is encouraging tenants to plan and run activities and social events. These activities and events are valued highly by almost all tenants spoken to during the inspection.
- The service had surveyed tenants for their views of the quality of the support, staffing and management, with approximately 700 participants. There was a high level of satisfaction, with in excess of 80% of tenants saying they were satisfied.
- Tenants had very high satisfaction rates, nearly 100% with warden staff in terms of:
  - respecting their confidentiality, dignity, privacy and choices
  - treating them fairly
  - being polite and helpful
- Good practice and professionalism evidenced through staff being supported to obtain relevant SVQ Level 2 and Level 3 courses.
- Evidence of staff awareness of using good social services values in their work, including the need to be respectful, professional, even-handed and giving an individual response to each tenant.
- Warden and senior warden representation in service review on future of warden service.
- Approximately 78% tenant satisfaction rate with management.
- There was good practice in involving tenants in quality assurance processes such as survey questionnaires and consultation meetings.
- Improvement in the consistency of quality of housing support plans and their annual review with tenants.
- The use of measurable performance indicators to monitor and report upon its essential work processes to senior management.
- Wardens respond promptly to emergencies and changes in tenants circumstances.
- Increase in frequency of welfare visits to check tenants welfare where tenants are ill.
- Improvement in consistency of quality of support plans.
- Support plans considered constraints or limits to individuals freedom or risk of harm.
- Friendship and mutual support was promoted through sheltered lounge based activities.
- Improvements in the range of activities available, which were subsidised through grants obtained by staff.

### 4.3. Evaluations

#### 4.3.1. Requirements for improvement:

- There were no requirements for improvement

#### 4.3.2. The following were identified as recommendations for improvement:

- The service should encourage tenants to make comments about all aspects of the service through the tenants' survey and use this both individually, and collectively, to assess how well the service is meeting needs and expectations.
- The service should ensure that housing support plans state how often welfare visits will be made by wardens in measurable terms. This is to ensure that the service and service users can monitor if the service is meeting expectations.
- The service should inform tenants about the number of staff that should be on duty at any one time, and the contingency arrangements in place when this is not met in full. The service should record each occasion the number of staff notified to be on duty is not met, why this was, and the action taken to ensure the welfare of tenants.
- The service should record the outcome of all welfare visits to tenants and when the next planned welfare visit should take place and why. This is to ensure that

preventative work with tenants and effective monitoring of their welfare can be shared with others and accounted for.

- The service should ensure that tenants who are wheelchair users are assessed for support to access activities in the communal lounge and on outings and sources of support are accessed where available.
- The service should have a training plan for all staff based upon a training needs analysis for new and experienced staff. This is to ensure that the service and its staff can respond appropriately and in an informed manner to tenants' health, welfare and safety needs.
- The service should use its self assessment for the Care Inspectorate to provide information and evaluations to support its self assessed grades.

#### 4.4. Grading

##### 4.4.1. The Care Inspectorate reports use a six-point scale for reporting performance:

<b>6</b>	<b>Excellent</b>
<b>5</b>	<b>Very Good</b>
<b>4</b>	<b>Good</b>
<b>3</b>	<b>Adequate</b>
<b>2</b>	<b>Weak</b>
<b>1</b>	<b>Unsatisfactory</b>

##### 4.4.2. The following grades were awarded:

<b>Theme</b>	<b>Individual Grade Awarded</b>	<b>Overall Grading</b>
Quality of Care and Support	Statement 1 - <b>(4)</b> Statement 3 - <b>(3)</b>	<b>(3)</b> - Adequate
Quality of Staffing	Statement 1 - <b>(4)</b> Statement 3 - <b>(3)</b>	<b>(3)</b> - Adequate
Quality of Management and Leadership	Statement 1 - <b>(4)</b> Statement 4 - <b>(3)</b>	<b>(3)</b> - Adequate

- 4.5. An Action Plan to meet the recommendations in the Care Inspectorate report has been agreed and submitted. The Action Plan is attached as Appendix 2.

#### 5. POLICY IMPLICATIONS

- 5.1. This report has been screened for any implications in respect of Sustainability, Strategic Environment Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

#### 6. CONSULTATION

- 6.1. The Chief Executive, Depute Chief Executive (Support Services), Director of Finance, Assistant Chief Executive and all other Chief Officers have been consulted in the preparation of this report. No concerns were expressed.

**7. BACKGROUND PAPERS**

7.1. The following background Papers were relied upon in preparation of this Report:

- Inspection Report, Dundee City Council - Sheltered Housing Warden Service, Social Care Social Work Improvement Scotland, June 2011 (attached as Appendix 1).

**ELAINE ZWIRLEIN**  
**DIRECTOR OF HOUSING**



## Care service inspection report

# Dundee City Council - Sheltered Housing Warden's Service

## Housing Support Service

West District Housing Office  
3 Sinclair Street  
Dundee  
DD2 3DA

Inspected by: Patrick Sweeney

Type of inspection: Unannounced

Inspection completed on: 17 June 2011



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### Service provided by:

Dundee City Council

### Service provider number:

SP2003004034

### Care service number:

CS2006118106

### Contact details for the inspector who inspected this service:

Patrick Sweeney

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### Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

#### We gave the service these grades

Quality of Care and Support	3	Adequate
Quality of Staffing	3	Adequate
Quality of Management and Leadership	3	Adequate

#### What the service does well

There is good communication between tenants and wardens about their preferences and need for support. Tenants told us they were confident the wardens knew them well and were responsive to their needs when they changed. There was an improvement in the consistency of quality of housing support plans and their annual review with tenants. Tenants' housing support plans were reviewed and amended at least once a year.

The service had promoted good practice and professionalism by supporting wardens to obtain the SVQ 2 in Housing, with a care component and senior wardens to obtain their SVQ 3. Wardens had had access to training on customer care, child protection and protecting adults at risk of harm. We found staff are aware of using good social services values in their work. The service monitored and audited the proper use of its systems in place such as; recording calls to tenants, completion of housing support plans and handling of tenants' money.

#### What the service could do better

The service should;

- encourage tenants to make comments about all aspects of the service though the tenants' survey
- ensure that housing support plans state how often welfare visits will be made in measurable terms

## Inspection report continued

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- inform tenants of the number of staff they can expect on duty at any one time, and arrangements in place when this cannot be met
- keep when and why the number of staff on duty is not met and what was done to ensure tenants' welfare
- record the outcome of each welfare visit to tenants and when and why the next visit should take place
- have a training plan for all staff based upon a training needs analysis
- use its self assessment to provide information and evaluations to support its self assessed grades.

### What the service has done since the last inspection

The service recorded some preferences in tenants' housing support plans with regards to whether they wanted to be contacted and how often. Tenants are offered a copy of their housing support plan.

The service now recognised that some tenants were not going to activities in the complexes' lounges or on outings because of their mobility needs. The service is continuing efforts to find volunteers or an agency that can help.

There was an improvement in the consistency of quality of housing support plans and their annual review with tenants.

We did not find any concerns about staffing levels from tenants at this inspection.

### Conclusion

The service is highly rated and valued by tenants. The warden staff are very committed to ensuring tenants have a good, responsive service to ensure their safety and wellbeing. The use of the complexes' lounges and activities added value to tenants' experience of the service. The service should take action to address its housing support plans and other records which are constraining how it accounts for meeting tenants' needs, and its training plan to ensure staff continue to have appropriate skills and knowledge.

### Who did this inspection

Patrick Sweeney

**Lay assessor:** Not Applicable



# 1 About the service we inspected

Dundee City Council - Sheltered Housing Warden Service is registered by SCSWIS since 1 April 2011 to provide a housing support service to tenants of Dundee City Council. Before 1 April 2011 this service was registered with the Care Commission. On 1 April 2011 Social Care and Social Work Improvement Scotland (SCSWIS) took over the work of the Care Commission and this service continued its registration under SCSWIS.

The service is for tenants who are aged 60 or over and other tenants with additional needs including; dementia, physical disabilities, learning disabilities and mental health problems. The service also has very sheltered housing for tenants who require additional support to live independently. The service is available to just over 2,200 tenants in 36 sheltered housing complexes.

The housing support service is provided by the manager, eight senior wardens and about 80 wardens. The wardens are on duty in each development every day of the week, usually between 8.00am and 2.30pm or 4.00pm, depending on the day of the week, but they may be on duty at specified times outside these hours. The tenants are notified in writing about the availability of the warden service in each complex. Tenants are linked to the Community Alarm service outside these hours.

The role of the wardens is to support tenants to live independently with the minimum of intrusions. Wardens check twice daily whether each tenant is active in their home through a mat or motion detector and speak with each tenant daily by intercom or phone. Wardens visit tenants in their home at an agreed frequency. Wardens also assist tenants with filling in forms, dealing with correspondence, contacting health and support agencies and assist tenants to stay safe and well in their home. Wardens assist tenants to organise social activities and a comfort fund for each development. Wardens do not provide personal care, except in an emergency. Tenants have the use of laundry facilities and a communal lounge in each development.

The accommodation provided by the Council is not regulated by SCSWIS.

Based on the findings of this inspection this service has been awarded the following grades:

**Quality of Care and Support - Grade 3 - Adequate**

**Quality of Staffing - Grade 3 - Adequate**

**Quality of Management and Leadership - Grade 3 - Adequate**

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

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Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website [www.scswis.com](http://www.scswis.com) or by calling us on 0845 600 9527 or visiting one of our offices.

## 2 How we inspected this service

### The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### What we did during the inspection

The report was written following a short notice inspection on Wednesday 15 and Thursday 16 June 2011 by a SCSWIS Inspector. The service was given notice of our inspection visit on Friday 10 June. We visited three sheltered housing complexes. The inspection findings were given to the management of the service in a meeting on Friday 17 June.

#### The Annual Return

The service submitted an annual return and self assessment as requested SCSWIS.

#### Views of Service Users

- We received 41 questionnaires from tenants.
- We met 14 tenants in three meetings in sheltered complexes.

During the inspection evidence was gathered from a number of sources including;

- A review of a range of policies, procedures and records and other documentation including tenants' and staff records.
- Interviews with the manager, three senior wardens and four wardens.

All the above information was taken into account during the inspection process and was used to assess the performance of the service.

### Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

### **Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firelawscotland.org](http://www.firelawscotland.org)

### **What the service has done to meet any recommendations we made at our last inspection**

Quality of Care and Support, Statement 2, Recommendation 1

The service should ensure that tenants' housing support plans record their abilities, their preferences about how support will be provided and agreed goals for supporting tenants to achieve their potential, and that all tenants are offered a copy of their plan. National Care Standards, Housing support services, Standard 4, Housing support planning.

The service recorded some preferences in tenants' housing support plans with regards to whether they wanted to be contacted via the call alarm system, or wanted a check of them moving round their home, or welfare visits by wardens, and how often. Tenants are offered a copy of their housing support plan. The plans should emphasis what tenants do for themselves and how the service assists them to maintain their independence in their own home. The service planned to introduce a new format to prepare tenants' housing support plans. A revised recommendation is made under Quality of Care and Support, Statement 3, Recommendation 1

Quality of Care and Support, Statement 2, Recommendation 2.

The service should ensure that tenants who are wheelchair users are assessed for support to access activities in the communal lounge and on outings and sources of support are accessed where available. Standard 4, Housing support planning.

The service now recognised that some tenants were not going to activities in the complexes' lounges or on outings because of their mobility needs. Where tenants needed to be escorted or supported while walking wardens could provide this help. Wardens cannot provide support to push wheelchairs. In some complexes the service had use of volunteer helpers who pushed wheelchairs for some tenants. However this is help is not available in some complexes. The service is continuing efforts to find volunteers or an agency that can help. The service is to include in its new housing support plan format an assessment of needs of any tenant who needs support to access the complexes' lounge, and how this will be addressed. This recommendation is made again under Quality of Care and Support, Statement 3, Recommendation 4.

Quality of Management and Leadership, Statement 4, Recommendation 1.

The service is recommended to ensure its quality assurance processes results in improved and consistent standards in preparing and reviewing tenants' personal plans. Standard 4, Management and staffing arrangements.

There was an improvement in the consistency of quality of housing support plans and their annual review with tenants. Tenants' housing support plans were reviewed and amended at least once a year. The tenant, and where they wanted a representative, helped the warden to update the plan. The tenant then signed the revised version and were given a copy. Some housing support plans were adequately written when they said for frequency of welfare visits that these would be; "occasionally". The plans need to be written in a measurable way. The management recognised this and advised that senior wardens should pick up on this before housing support plans were finalised. A different recommendation is made under Quality of care and Support, Statement 3, Recommendation 1.

Quality of Management and Leadership, Statement 4, Recommendation 2.

The service should resolve tenants' concerns about the appropriate level of staffing in each complex and ensure it has staff cover arrangements that ensure these levels are consistently met. Standard 4, Management and staffing arrangements.

We did not find any particular concerns about staffing levels from tenants at this inspection. The service had informed tenants when the warden service was available in their housing support plans. However this did not state how many wardens were available at those times. The number of wardens available did affect how much wardens could do on any day. When there was one warden, there was less time for non-urgent home visits and tenants' queries, and proportionately more time taken up contacting each tenants, and monitoring tenants moving in their home, and urgent issues. The management advised that they could not guarantee the number of wardens in each complex due to holidays, sickness and training. This should be notified to tenants, so that they know what to expect of the service. We wanted to know what contingency arrangements the service had for when the number of wardens was less than the service had allocated to that complex to ensure the welfare of tenants was being met. A different recommendation is made under Quality of care and Support, Statement 3, Recommendation 2.

Quality of Management and Leadership, Statement 4, Recommendation 3.

The service should review the questions it asks tenants in consultations to better identify any causes for concern and ideas for solutions. Standard 4, Management and staffing arrangements.

We found similar levels of high satisfaction in our questionnaires and meetings with tenants with the service across the quality themes as found by the service in its own surveys.

The service had varied the questions it used in its consultations both in a service wide survey and the tenants surveys after the review of their housing support plan. There were very few comments made by tenants in the survey. Tenants told us so much about the quality of the service and benefits for them that the service should look at how it encourages tenants to make comments and the questions it asks them. The service should encourage tenants to make comments about all aspects of the service through the tenants' survey and use this both individually, and collectively, to assess how well the service is meeting needs and expectations. See Quality of Care and Support, Statement 1, Recommendation 1.

### **The annual return**

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

**Annual Return Received:** Yes - Electronic

### **Comments on Self Assessment**

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The service's self assessment for SCSWIS lacked sufficient information and evaluations to support its self assessed grades. The service should use its self assessment for SCSWIS to provide information and evaluations to support its self assessed grades. The service should consider including in its self assessment;

- its aims for each quality statement
- how it uses its policies and procedures
- examples of typical high quality outcomes for tenants
- how feedback from tenants and others had improved the service.

### **Taking the views of people using the care service into account**

We received 41 questionnaires back from 74 questionnaires given to tenants in three sheltered housing complexes, a return of 55%.

Almost three-quarters (30) of tenants told us they had a personal plan or support plan which contains information about their support needs. About two thirds knew about the service's complaints procedure (28) and knew they could make a complaint about this service to SCSWIS (24).

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Tenants were most satisfied, that is they strongly agreed or agreed that;

- staff treated them with respect (100%)
- they were overall happy with the quality of support the service gave them (98%)
- they knew the names of the staff who provided their support (95%)
- they were confident that staff have the skills to support them (93%)
- the service checked with them regularly that it was meeting their needs (93%)
- staff have enough time to carry out the agreed support (88%)
- the service asked for their opinions about how it can improve (76%)
- their needs and preferences have been detailed in the personal plan (73%)

Tenants disagreed that;

- the service asked for their opinions about how it can improve (10%)
- the service checked with them regularly that it was meeting their needs (5%)
- they were confident that staff have the skills to support them (5%)
- staff have enough time to carry out the agreed support (2%)

All these responses showed significant improvement from our last sample of tenants' view in our last inspection on 7 May 2010.

A representative sample of tenants comments from the questionnaires included;

- "I cannot fault my wardens. They are very helpful if I have a problem with filling in forms and if I need help when I am ill."
- "Very happy. No complaints regarding the support and service that I receive."  
"I am very happy with the wardens that are here. They are so helpful no matter what the situation is. They are so nice."
- "All staff helping me are caring and excellent at what they are doing for me."  
"Just recently moved into sheltered accommodation. Not needing this service at the moment and have asked not to be buzzed through system although they have visited me to obtain my details and contacts. I signed a form relating to this and my preferences were respected by all staff concerned. I am happy with this although in the future I may need the service and its facilities."
- "I don't receive any support and care other than the morning call and an odd visit to the complex and I am happy with that."
- "I am happy to be at such a nice complex."



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- "I feel let down because I used to do on outings with the warden accompanying us but this has stopped as the wardens don't get the time back." We checked with the management of the service that this has been a long standing arrangement, but time back is given to activities in the evenings in the complexes.

We spoke to 14 tenants in three complexes. A representative sample of tenants comments from these meetings included;

- "I cannot fault my wardens. They are very helpful if I have a problem with filling in forms and if I need help when I am ill."
- "Very happy. No complaints regarding the support and service that I receive."
- "I am very happy with the wardens that are here. They are so helpful no matter what the situation is. They are so nice."
- "All staff helping me are caring and excellent at what they are doing for me."
- "I don't receive any support and care other than the morning call and an odd visit to the complex and I am happy with that."
- "I am happy to be at such a nice complex."
- "Just recently moved into sheltered accommodation. Not needing this service at the moment and have asked not to be buzzed through system although they have visited me to obtain my details and contacts. I signed a form relating to this and my preferences were respected by all staff concerned. I am happy with this although in the future I may need the service and its facilities."
- "I feel let down because I used to do on outings with the warden accompanying us but this has stopped as the wardens don't get the time back."

### **Taking carers' views into account**

Tenants spoke for themselves in the questionnaires and in interviews. We did not speak to relatives of tenants in the service.

### 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

#### Quality Theme 1: Quality of Care and Support

Overall grade awarded for this theme: 3 - Adequate

##### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

##### Service strengths

The service had assessed itself as having very good practice. We found sufficient evidence in this inspection that the service met the good grade criteria.

On a day to day basis there is good communication between tenants and wardens about their preferences and need for support. Tenants told us they were confident the wardens knew them well and were responsive to their needs when they changed.

The service got comments from tenants about the quality of the service through;

- Annual reviews of each tenants' housing support plan when a Tenants' Survey was completed about the quality of support, staffing and management.
- Twice a year tenants meetings with wardens in each complex.
- A tenants' questionnaire.
- Meetings with senior management on request.

Tenants' housing support plans were reviewed and amended at least once a year. The tenant, and where they wanted a representative, helped the warden update the plan, and they signed the revised version and were given a copy. The service was now routinely asking tenants their views on the quality of quality of support, staffing and management as part of the annual review of their housing support plan.

The tenant meetings are used to plan social events and other activities for tenants in the communal lounge. These activities and events are valued highly by almost all tenants spoken to during the inspection. The service is encouraging tenants to plan and run these activities and social events, particularly outwith the core hours of the service.

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The service had surveyed tenants for their views of the quality of the support, staffing and management in summer 2010. About 700 tenants had taken part. There was a high level of satisfaction with support, with just over 80% of tenants saying they were satisfied, and 10% saying they were fairly dissatisfied. About 7% of tenants said they were fairly or very dissatisfied. Tenants were kept informed of the survey findings through a newsletter.

Some tenants and their representatives had taken part in a Service Review about the future of the warden service. This review has still to report its recommendations to the Council.

### Areas for improvement

The Tenants' Survey was sometimes kept in tenants' housing support plan file, and sometimes sent to the management to collate the results of the survey. It would be better if a copy of tenants' views was always kept in their file, and also a copy sent to the management for monitoring. There were very few comments made by tenants in the survey. Tenants told us so much about the quality of the service and benefits for them that the service should look at how it encourages tenants to make comments and the questions it asks them. (Recommendation 1)

For improved practice the service will need to demonstrate improvements made in the quality of support as a result of feedback from tenants. Other improvements to consultative practice would include; offering their carers separate opportunities for consultation, supporting tenants with additional needs, and communication needs to take part in consultations.

The service was reminded that it is now a requirement that reviews of tenants' housing support plans to take place at least every six months.

**Grade awarded for this statement:** 4 - Good

**Number of requirements:** 0

**Number of recommendations:** 1

### Recommendations

1. The service should encourage tenants to make comments about all aspects of the service through the tenants' survey and use this both individually, and collectively, to assess how well the service is meeting needs and expectations. National Care Standards, Housing Support Services, Standard 8, Expressing your views.

### Statement 3

We ensure that service user's health and wellbeing needs are met.

### Service strengths

The service had assessed itself as having very good practice. We found sufficient evidence in this inspection that the service met the adequate grade criteria. This is where the strengths of the service have a positive impact on the experiences of tenants. However the areas for improvement are constraining the service's performance and the service should address these.

We found good strengths in the service meeting tenants' health and welfare needs as a housing support service.

Tenants told us;

- The wardens had a good knowledge of their needs and preferences from daily contact and regular visits to their homes.
- The service gave them peace of mind and a sense of security primarily through the personal contact and relationship they had built up with wardens.
- They highly valued the activities promoted in the communal lounges, which promoted their general health and wellbeing by; meeting other people and being more active and involved. Tenants said that this greatly reduced any sense of loneliness and isolation.

What the service offered and did well;

- Wardens made daily contact with tenants by the call alarm system and twice daily checks that tenants are moving round their home via a motion detector or pressure mat, and planned welfare visits between once a week and up to once in four weeks.
- Tenants can summon assistance from the wardens when they are on duty, or via a control room out of these hours.
- In addition to the routine and planned contact with tenants the wardens respond promptly to emergencies and changes in tenants' circumstances. The warden will go round to tenants' homes, and if necessary let themselves in, to check on the safety of the tenant if a tenant cannot be contacted, or no movement is detected in their home, or a relative is concerned. There have been occasions where wardens have found tenants who have fallen or were too ill to respond.
- Where tenants are ill the wardens have increased the frequency of their welfare visits to check tenants' welfare, and to provide assistance such as getting in some shopping, collecting medicines, and contacting relatives, healthcare and social care staff. The wardens also do this when tenants are returning from hospital. Wardens helped tenants do their laundry

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when they bring it into the complex, and help tenants and tenant's social care staff to organise the times they use the laundry machines.

- Wardens helped tenants to report repairs and for repair staff to access their properties. access by repair staff.
- Wardens contacted the Police, Community Wardens and Anti-Social Behaviour team if tenants are experiencing problems such as vandalism, anti-social behaviour, or problems with neighbours.
- Wardens referred tenants to other agencies for assistance such as; Occupational Therapy for aids in their home, or to the Social Work Department for domestic help, shopping help, social care or meals on wheels.
- The wardens record there has been a welfare visit to each tenant in the register for each complex. Wardens write a record of welfare visits if there was a concern for a tenant's welfare, a need to get in touch with family or other agencies or to provide immediate assistance.

The wardens told us;

- "We're a preventative service. We can catch problems before they turn into a crisis."
- "We're the glue that can hold everything together."
- "We're a "listening ear" giving general counselling and advice to tenants who have worries they do not know how to resolve."
- They watched out for tenants becoming isolated or changes in their wellbeing from their usual norm.
- They saw increasingly complex health needs and vulnerability among tenants, who are supported to stay longer in their homes, with social care support. These tenants often find it difficult to access the complexes by themselves or to take part in the activities and social events.
- There are increasing numbers of tenants who move into sheltered housing who did not want the use any part of the warden service and who decline daily checks and also welfare visits and using the complex lounge.
- There are unpredictable and sometimes significant changes in demand on the warden service over time in each complex because of these differing needs.
- They are contacted by social care agencies for background information on tenants' needs if they have been referred for a service.
- The housing support plans gave them a better insight into tenants' needs and preferences, than the former system of information cards.
- It was better for tenants, and themselves, to have continuity in working in complexes, as the tenants get to know and trust them, and they got to know tenants, and their needs and wishes.

We found good examples where the service had been of benefit to individual tenants;

- A tenant with alcohol dependency had started to live a more stable life, and accept services such as social care and meals on wheels, after moving into sheltered housing. The tenant came to the wardens if they had any problems or concerns.
- Wardens had assisted a tenant with dementia to have a water leak repair completed in their home. The leak had not been straightforward to locate. The wardens had liaised with the Council's repair service, and this had eased the burden on the tenant and their family to get the repair completed. The wardens also liaised with the tenant's family and social care teams to watch out for her welfare. The tenant occasionally came to the lounge in the complex for social events with support by wardens and other tenants.
- A tenant who had at first declined contact with the wardens had started to call in at the complex to ask the wardens for help with filling in forms.
- A couple who had at first declined contact with the wardens had started to use the service in an emergency when the husband was unable to continue caring for his wife by himself. The wardens quickly arranged for social care support, and day care for the wife, and were now monitoring the couple's welfare with their agreement.
- A wife was able to go out for shopping knowing that her husband could use the lounge in the complex where the warden staff could keep a discrete eye out for him, and he had company of other tenants.
- A tenant who had been very reclusive, and rarely seen by the wardens, had agreed to a visit each morning. This allowed the wardens to watch out for his welfare in a way he found acceptable, and was building up a rapport between the wardens and the tenant.

We found good strength in the service in the following;

- There was an improvement in the consistency of quality of housing support plans and their annual review with tenants. Tenants' housing support plans were reviewed and amended at least once a year. The tenant, and where they wanted a representative, helped the warden to update the plan. The tenant then signed the revised version and were given a copy.
- The housing support plans considered whether there were any constraints or limits to each tenant's freedom or whether there were any risk of harm to each tenant. The service had good policies to support staff to recognise restraint for tenants and to respond to adult protection concerns. The staff

had used these procedures to raise concerns when they saw tenants at risk of harm.

- The use of the lounge and meeting other tenants through activities promoted friendships among tenants and opportunities for mutual support, for example helping each other out when someone is ill.
- We saw how approachable wardens were as they went about their work. In one complex a tenant called in to make an enquiry with the warden, then when visiting tenants, the warden stopped to speak to another tenant who had a query.
- Wardens in individual complexes had obtained grants to improve the range of activities on offer, and subsidise these for tenants. In one complex this had led to a range of taster activities being put on by Forever Friends.
- Warden staff often know tenants over a long period, and respond to needs arising from changes in their life circumstances such as; illness, disability, retirement and bereavement.

### Areas for improvement

Some housing support plans were adequately written when;

- they said for frequency of welfare visits that these would be; "occasionally". The plans need to be written in a measurable way. The management recognised this and advised that senior wardens should pick up on this before housing support plans were finalised
- still needed to emphasise what tenants do for themselves and how the service assists them to maintain their independence in their own home. The service planned to introduce a new format to prepare tenants' housing support plans. (Recommendation 1)

The service had informed tenants when the warden service was available in their housing support plans. However this did not state how many wardens were available at those times. The number of wardens available did affect how much wardens could do on any day. When there was one warden, there was less time for non-urgent home visits and tenants' queries, and proportionately more time taken up contacting each tenant, monitoring tenants moving in their home, and urgent issues. The management advised that they could not guarantee the number of wardens in each complex due to holidays, sickness and training. There should be formal contingency arrangements in place when the number of wardens was less than the service had allocated to that complex to ensure the welfare of tenants was being met. This should be notified to tenants, so that they know what to expect of the service. (Recommendation 2)

It would be good practice for the service to record the outcome of each welfare visit even if there was no concern or urgent response required for the tenant. This is to ensure that the service, through its records of the outcome of welfare visits, would show and account for its preventative work with tenants before a crisis occurs, and that it is effectively watching out for the welfare of tenants between urgent episodes. Wardens increased the frequency of welfare visits when there was a change in tenants' health or concern for their welfare, and reduced these when the concern has passed. The service should use its records of welfare visits to indicate when and why the next planned welfare visit is to take place to ensure that these take place as required for the welfare of tenants. (Recommendation 3)

Some tenants were not going to activities in the complexes' lounges or on outings because of their mobility needs. Where tenants needed to be escorted or supported while walking wardens could provide this help. Wardens cannot provide support to push wheelchairs. In some complexes the service had use of volunteer helpers who pushed wheelchairs for some tenants. However this help is not available in some complexes. The service is continuing efforts to find volunteers or an agency that can help. The service is to include in its new housing support plan format an assessment of needs of any tenant who needs support to access the complexes' lounge, and how this will be addressed. (Recommendation 4)

For improved practice in housing support planning the service would state why it needed health information and this could clarify what was recorded and why. The information was usually requested so that it could be passed on in an emergency, or to alert the warden that a health condition may be affecting how well a tenant was managing in their home.

**Grade awarded for this statement:** 3 - Adequate

**Number of requirements:** 0

**Number of recommendations:** 4

### Recommendations

1. The service should ensure that housing support plans state how often welfare visits will be made by wardens in a measurable terms. This is to ensure that the service and service users can monitor if the service is meeting expectations. Housing Support Service, Standard 4, Housing Support Planning.
2. The service should inform tenants about the number of staff that should be on duty at any one time, and the contingency arrangements in place when this is not met in full. The service should record each occasion the number of staff notified to be on duty is not met, why this was, and the action taken to ensure the welfare of tenants. Standard 3, Management and staffing arrangements.



## Inspection report continued

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3. The service should record the outcome of all welfare visits to tenants and when the next planned welfare visit should take place and why. This is to ensure that preventative work with tenants and effective monitoring of their welfare can be shared with others and accounted for. Standard 3, Management and staffing arrangements.
4. The service should ensure that tenants who are wheelchair users are assessed for support to access activities in the communal lounge and on outings and sources of support are accessed where available. Standard 4, Housing support planning.

### Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 3 - Adequate

#### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

#### Service strengths

The service had assessed itself as having very good practice. We found sufficient evidence in this inspection that the service met the good grade criteria.

The service's good practice was set out in Quality of Care and Support, Statement 1.

The service had surveyed tenants for their views of the quality of the staffing. The tenants had very high satisfaction rates, nearly 100%, with warden staff in terms of;

- respecting their confidentiality, dignity, privacy and choices
- treating them fairly
- being polite and helpful.

#### Areas for improvement

See areas for improvement under Quality of Care and Support, Statement 1.

**Grade awarded for this statement:** 4 - Good

**Number of requirements:** 0

**Number of recommendations:** 0

#### Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

#### Service strengths

The service had assessed itself as having very good practice. We found sufficient evidence in this inspection that the service met the adequate grade criteria.

The service had promoted good practice and professionalism by supporting wardens to obtain the SVQ 2 in Housing, with a care component and senior wardens to obtain their SVQ 3. Wardens had had access to training on customer care, child protection and protecting adults at risk of harm.

## Inspection report continued

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We found staff are aware of using good social services values in their work including the need to be;

- respectful
- professional
- even-handed
- giving an individual response to each tenant.

The service provided good support and motivated staff in the following ways;

- Wardens have support in their work from senior wardens. The senior wardens are also working wardens in a complex, and oversee wardens working in four complexes. The senior warden has a proportion of their time to act as a supervisor to wardens.
- Wardens told us that senior wardens could be contacted whenever needed for advice and support.
- Wardens have planned one to one supervision meetings every few months, and annual personal development reviews, with their senior warden. These meetings consider how well the warden is fulfilling their duties, working with tenants and what further training or development is needed for them to work well with tenants.
- Warden also met with other wardens and their senior warden in monthly meetings. This ensured that wardens were up to date with any developments in the service, they could air any problems, and look at solutions to these. Likewise senior wardens met with the manager of the service for the same purpose.
- Some wardens and senior wardens had been involved in a service review about the future of the service. This has yet to report.

### Areas for improvement

Warden staff had had access to training provided through the Social Work Department on awareness of illness and disabilities, first aid and moving and handling. Wardens now said that these training opportunities were not now available for refresher training or new issues. The service is also continuing to recruit new wardens. The service needs to determine, in a training needs analysis, the training opportunities required for new and experienced staff to ensure they can respond appropriately and in an informed manner to tenants' varied needs. (Recommendation 1)

**Grade awarded for this statement:** 3 - Adequate

**Number of requirements:** 0

**Number of recommendations:** 1

### Recommendations

1. The service should have a training plan for all staff based upon a training needs analysis for new and experienced staff. This is to ensure that the service and its staff can respond appropriately and in an informed manner to tenants' health, welfare and safety needs. Standard 4, Management and leadership.

### Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 3 - Adequate

#### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

#### Service strengths

The service had assessed itself as having very good practice. We found sufficient evidence in this inspection that the service met the good grade criteria.

The service's good practice was set out in Quality of Care and Support, Statement 1.

The service had surveyed tenants for their views of the quality of management by asking about the way the service is run. There was a high level of satisfaction with support, with about 78% of tenants saying they were satisfied, and 11% saying they were fairly dissatisfied. About 9% of tenants said they were fairly or very dissatisfied.

#### Areas for improvement

See areas for improvement under Quality of Care and Support, Statement 1.

**Grade awarded for this statement:** 4 - Good

**Number of requirements:** 0

**Number of recommendations:** 0

#### Statement 4

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

#### Service strengths

The service had assessed itself as having good practice. We found sufficient evidence in this inspection that the service met the adequate grade criteria.

We found good practice in involving tenants, their representatives and staff in assessing the quality of the service in the following;

- There was good practice in involving tenants in quality assurance processes such as survey questionnaires and consultation meetings. Tenants were told of the findings of consultation on newsletters.
- Tenants and staff had been involved in a Service Review and about the future of the service.

## Inspection report continued

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- Senior wardens had one to one supervision meetings with wardens, and wardens meetings to get staff feedback and to resolve any concerns.

The service's quality assurance processes included;

- Senior wardens monitored and audited the proper use of the service's systems in place such as; recording calls to tenants, completion of housing support plans and handling of tenants' money. There was an improvement in the consistency of quality of housing support plans and their annual review with tenants.
- The use of measurable performance indicators to monitor and report upon its essential work processes to the senior management. These indicators had been used to ensure that each tenant had a housing support plan. They will be used to ensure that reviews of housing support plans are carried out at least annually.

### Areas for improvement

The service's self assessment for SCSWIS lacked sufficient information and evaluations to support its self assessed grades. See Comments on Self Assessment. (Recommendation 1)

**Grade awarded for this statement:** 3 - Adequate

**Number of requirements:** 0

**Number of recommendations:** 1

### Recommendations

1. The service should use its self assessment for SCSWIS to provide information and evaluations to support its self assessed grades. Standard 3 Management and staffing arrangements.

## 4 Other information

### Complaints

No complaints have been upheld, or partially upheld, by SCSWIS, and previously the Care Commission, since the last inspection.

### Enforcements

SCSWIS, and previously the Care Commission, have taken no enforcement action against this care service since the last inspection.

### Additional Information

None noted.

### Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

## 5 Summary of grades

<b>Quality of Care and Support - 3 - Adequate</b>	
Statement 1	4 - Good
Statement 3	3 - Adequate
<b>Quality of Staffing - 3 - Adequate</b>	
Statement 1	4 - Good
Statement 3	3 - Adequate
<b>Quality of Management and Leadership - 3 - Adequate</b>	
Statement 1	4 - Good
Statement 4	3 - Adequate

## 6 Inspection and grading history

Date	Type	Gradings
7 May 2010	Announced	Care and support 4 - Good Staffing 4 - Good Management and Leadership 3 - Adequate
4 Jun 2009	Announced	Care and support 3 - Adequate Staffing 3 - Adequate Management and Leadership 3 - Adequate

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.



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**ACTION PLAN**

Service Name:	Dundee City Council - Sheltered Housing Warden Service
CS Number:	2006118106
Service Provider:	Dundee City Council
Address:	West District Housing Office, 3 Sinclair Street, Lochee, Dundee, Dundee DD2 3DA
SCSWIS Inspection Officer:	Patrick Sweeney
Date Inspection Concluded:	17th June 2011

<b>Requirements and Recommendations</b>	<b>Action Planned</b>	<b>Timescale</b>	<b>Responsible Person</b>
<p><b>Quality Theme 1, Statement 1</b></p> <p><b>Recommendations</b></p> <p>1. The service should encourage tenants to make comments about all aspects of the service through the tenants' survey and use this both individually and collectively, to assess how well the service is meeting needs and expectations. National Care Standards, Housing Support Services, Standards 8, Expressing your views.</p>	<p>Develop tenants survey questionnaire to ensure the following</p> <p>a. higher return rate of survey forms.</p> <p>b. Survey questions encourage comments on all aspects of the service.</p> <p>c. Survey enables the service to gather and collate quality information.</p> <p>d. Survey will evidence compliance with National Care Standards through reflecting SCSWIS Care Standards questionnaire for service users.</p>	<p>September 2011 <b><u>Complete</u></b></p>	<p>Graham Leuchars</p>

	<p>Introduce systems to ensure the views of tenants collated through tenants survey are held in tenants individual files. Additional copies to be held by management for the purpose of research, analysis and service development opportunities.</p> <p>Consider alternative ways of obtaining quality information from tenants on all aspects of service delivery including the following.</p> <p>a. Produce and introduce carers questionnaire. b. Introduce carers forum</p> <p>Reduce timescale between reviews of tenants support plans from 12 months to 6 months for all service users.</p>	<p>September 2011. (Target extended until November 2011) <b><u>Complete</u></b></p> <p>November 2011 <b><u>Complete</u></b></p> <p>September 2011 <b><u>Complete</u></b></p>	<p>Graham Leuchars / Ron Whyte / Senior Wardens</p> <p>Graham Leuchars / Ron Whyte / Senior Wardens</p> <p>Ron Whyte / Senior Wardens</p>
<p><b>Quality Theme 1, Statement 3</b></p> <p><b>Recommendations</b></p> <p>1. The service should ensure that housing support plans state how often welfare visits will be made by wardens in measurable terms.</p>	<p>Redesign support plans procedures to ensure the following.</p> <p>a. Service users are informed of the number of welfare visits to be provided by the service. b. Regular welfare visits are carried out for all service users. b. Evidence consistency in terms of information gathered and outcomes for tenants. c. Evidence what tenants do for themselves. d. Assistance provided to tenants to maintain independence in their homes.</p>	<p>August 2011 <b><u>Complete</u></b></p>	<p>Ron Whyte / Senior Wardens</p>

<p>2. The service should inform tenants about the number of staff that should be on duty at any one time, and the contingency arrangements in place when this is not met in full. The service should record each occasion the number of staff notified to be on duty is not met, why this was, and the action taken to ensure the welfare of tenants.</p>	<p>Support plans to be amended to include the following information.</p> <p>a. The number of staff that should be on duty at any given time.</p> <p>b. Outline of contingency arrangements when planned staffing levels are not met.</p> <p>c. Record of occasions when the numbers of staff notified to be on duty is not met, reasons for not meeting staffing level agreements, and action taken</p>	<p>August 2011 <b><u>Complete</u></b></p>	<p>Ron Whyte / Senior Wardens</p>
<p>3. The service should record the outcome of all welfare visits to tenants and when the next planned welfare visit should take place and why. This is to ensure that preventative work with tenants and effective monitoring of their welfare can be shared with others and accounted for.</p>	<p>Support plans to be modified to record welfare visits in terms of outcomes of visits and ensure tenants fully understand when they will next receive a visit and the purpose of the visit.</p> <p>Introduce monitoring system to ensure support plan systems inform other relevant agencies i.e. Social Work Department, where there are concerns relating to an individuals welfare.</p>	<p>August 2011 <b><u>Complete</u></b></p> <p>Completion date extended to November 2011 to allow for consultation <b><u>Complete</u></b></p>	<p>Ron Whyte / Senior Wardens</p> <p>Graham Leuchars / Ron Whyte / Senior Wardens</p>
<p>4. The service should ensure that tenants who are wheelchair users are assessed for support to access activities in the communal lounge and on outings and sources of support are accessed where available.</p>	<p>Assessment form to be introduced in relation to those service users with mobility problems to gauge the level of support required to access activities within their respective sheltered lounges.</p> <p>New assessment form to additionally place a requirement on staff to liaise with relevant agencies i.e. Social Work - Adult with Disability Team etc where individuals service users experience mobility issues and would wish</p>	<p>Completion date extended to November 2011 to allow for consultation <b><u>Complete</u></b></p> <p>Completion date extended to November 2011 to allow</p>	<p>Graham Leuchars / Ron Whyte / Senior Wardens</p> <p>Ron Whyte / Senior Wardens</p>

	<p>assistance.</p> <p>Tenant information leaflet to be designed which will inform service users of available external sources and associated charges.</p>	<p>for consultation</p> <p>November 2011 <b><u>Complete</u></b></p>	<p>Graham Leuchars / Ron Whyte</p>
<p><b>Quality Theme 3, Statement 3</b></p> <p><b>Recommendations</b></p> <p>1. The service should have a training plan for all staff based upon a training needs analysis for new and experienced staff. This is to ensure that the service and its staff can respond appropriately and in an informed manner to tenants' health, welfare and safety needs.</p>	<p>Existing training plans for warden staff that were developed as part of the Employee Performance and Development Review Scheme will be reviewed and, where necessary, amended/updated to ensure they include an emphasis on the following</p> <ol style="list-style-type: none"> <li>a. All staff have the required knowledge and skills to provide an effective housing support service.</li> <li>b. All staff can evidence up to date knowledge and best practice guidance.</li> <li>c. Management is continuously striving to improve practice.</li> <li>d. Sufficient level of staff who are trained and who have the necessary skills to meet housing support needs across the service.</li> <li>e. Refresher training for existing staff.</li> <li>f. Detailed programme of training for new recruits.</li> </ol>	<p>December 2011. (Training plan developed in November 2011 and, training arrangements are now in place <b><u>Complete</u></b></p>	<p>Graham Leuchars / Ron Whyte</p>

<p><b>Quality Theme 4, Statement 4</b></p> <p><b>Recommendations</b></p> <p>The service should use its self assessment for SCSWIS to provide information and evaluations to support its self assessment grades.</p>	<p>Introduce comprehensive service development action plan and Quality Theme evidence folders which will inform future self assessments over all aspects of service provision.</p>	<p>November 2011 <b><u>Complete</u></b></p>	<p>Graham Leuchars</p>
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Name: Ron Whyte

Designation: Sheltered Warden Supervisor

Signature

**In signing this form, you are confirming that you have the authority to complete it on behalf of the service provider.**