

EVALUATION OF ST GERMAIN'S GRANGE

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INTRODUCTION

St Germain's Grange Extra-Care Scheme is located in the village of Marske-by-the Sea near Redcar in Cleveland. It opened in July 2001 and it is a new-build property on the site of a de-commissioned Local Authority residential home for older people. Mount Pleasant home had been well established and regarded with some fondness within the local community. There were therefore strong feelings and considerable political activity when it was closed and a replacement commissioned.

St Germain's Grange was commissioned by Redcar and Cleveland Borough Council, who worked in close partnership with Anchor on this project, the first Extra-Care Scheme in the area and the first block contract for care that the authority had commissioned.

From the outset, the philosophy of St Germain's Grange was clearly the philosophy underpinning Anchor's model of Extra-Care, that of a community with mixed levels and types of need where the focus is upon promoting and maintaining independence. It became clear throughout the evaluation that this philosophy was made explicit and was, on the whole, understood and accepted by all parties.

This independent evaluation was commissioned by Anchor Trust in order to give an impartial view of the extent to which St Germain's Grange has met its' objectives during its' first 6 months or so in operation. The evaluation was conducted in much the same way as the evaluations previously carried out by Helen Ogilvy at Fairfield Court in Droylesden and Langley Court in Wolverhampton.

Thanks are due to the tenants, manager and staff at St Germain's Grange for their hospitality, patience and cooperation with the evaluation. Key personnel within Social Services were also generous with their time and were enthusiastic contributors to the process.

AIMS AND OBJECTIVES

The aim was essentially to provide an impartial evaluation of the scheme at this early stage in its' development and to make recommendations where necessary for the continued development in line with best practice.

Based on the structure of previous evaluations and taking into account issues raised during a scoping visit on 21 November 2001, the evaluation set out to consider the following areas:

- The overall level of satisfaction of tenants in relation to the experience of living at St Germain's Grange
- The nature and appropriateness of the building and location
- The allocation process, including the extent to which tenants were active participants in this process
- The extent to which independence is promoted and maintained and whether people were clear prior to taking up their tenancy that the focus is upon promoting independence
- The impact of the move on tenants and carers
- The nature of the population at St Germain's Grange and whether the mix of needs is working in practice
- The current perception of St Germain's Grange within partner agencies
- The extent to which St Germain's Grange meets the needs of tenants to feel safe and secure
- The extent to which on-site care provision can stabilise an individual's circumstances and whether they subsequently need less care input than was needed in their previous environment and less than was originally anticipated at St Germain's Grange
- The extent to which on-site care provision can respond flexibly to fluctuating levels of need and whether the structure of the care contract has an impact on this
- The pros and cons of living in St Germain's Grange from the service user's perspective, with comparisons made to other options in the local area where the person has some knowledge of these options

- The appropriateness of the culture of St Germain's Grange to the local area
- The extent to which tenants consider St Germain's Grange to be home. If they do not think of it as home, why not?
- The extent to which St Germain's Grange offers a viable alternative to residential or nursing care
- Whether the introduction of Extra-Care has changed people's perception of what is possible
- The effectiveness of out-of-hours provision from the perspective of tenants and staff
- The effectiveness of the management structure
- Tenant participation and community presence
- Staffing issues, including staffing levels
- Training issues
- Strategic issues

Each of these areas will be considered in turn in the main body of this report and wherever possible will be considered from the perspective of tenants, informal carers, staff and partner agencies. The report will then make recommendations based on the findings.

METHODOLOGY

The methodology was based upon that developed for the evaluations at Fairfield Court in Droylesden (Ogilvy, 1999) and Langley Court in Wolverhampton (Ogilvy, 2000).

The original interview schedules drew upon two main documents

- A framework for housing with support: A tool to describe, evaluate and continuously improve services. (Goss/NHF; 1998)
- Independence and involvement: Older People Speaking (Abbott and Fisk; 1997)

The schedules have since been refined in the light of experience and tailored to fit the slightly different parameters of each evaluation. For this evaluation, semi-structured interview schedules were developed for use with tenants, informal carers, manager and staff at St Germain's Grange (including the catering supervisor of the Café), key strategic personnel within Redcar and Cleveland Social Services and referring social workers, in order to elicit their views in relation to priority areas outlined above. No translator or interpreter services were required for these interviews as English was the first language of all participants. However, the schedules and interview techniques had to be modified for use with some tenants who had a substantial level of confusion.

The active participation of the tenants was sought by circulating a brief newsletter about the project, inviting people's involvement but making it clear that participation was entirely voluntary. This was followed up informally when Helen Ogilvy visited St Germain's Grange in the early part of the evaluation, mostly by chatting over lunch in the café or in the entrance hallway. The manager also reassured people regarding the confidential nature of the interviews and encouraged participation. The tenants of ten of the thirty-one flats were happy to participate. Whilst we would have preferred a larger response, this does not diminish the value of the input from those tenants who did get involved. Some of the key issues were tested out informally with other tenants, again over lunch or in the evening over a game of scrabble and a cup of tea. Whilst this may not fit well with the notion of rigorous research, it did fit well with the tenants of St Germain's Grange and that has to be the guiding principal for this piece of work.

During the interviews, tenants were asked whether there was any member of their family or a close friend whom I could contact to ask their opinion of St Germain's Grange. Seven tenants were happy to give consent and all informal carers were subsequently contacted.

At the outset of the evaluation, there were twelve care staff, including senior care and bank staff. Eight were interviewed. The catering supervisor was also interviewed.

The two main contacts within the local authority, the service manager and contracts officer were interviewed and were most helpful in easing access to practitioners and in providing anonymised data held by the local authority as part of the contract monitoring process.

At interview, tenants were asked for permission to contact the social worker who arranged for their move to St Germain's and for access to assessment and care plan details prior to the move and since taking up their tenancy. Eight tenants (or in the case of tenants with a significant level of confusion, their representatives) gave written consent. In order to minimise intrusion into case files, social workers for these tenants were asked to extract the relevant data and fill in a proforma prior to interview. Social workers were shown the written consent forms prior to discussing their client's situation.

In addition to interviews, reference was made to care plans within St Germain's and to weekly returns regarding the level of care input for each tenant. Background policy documents were also read.

Fieldwork was carried out between February and May 2002. In considering the findings it will be important to recognise that it is early days in the development of what is essentially a new community.

FINDINGS

1. Overall Level of Satisfaction

All 10 tenants who were interviewed at length were asked to indicate their overall level of satisfaction or dissatisfaction with living at St Germain's Grange. 9 said that they were very satisfied while 1 said that they were quite satisfied. None said they were dissatisfied. Informal discussions with other tenants bore out the view that tenants were generally very satisfied.

Some comments from interviews help illustrate people's views:

"Oh, I'm very satisfied. I regard this as my home now. I feel as if I've won the pools!"

"This is home with a capital H! I feel safe and better in myself."

"Eeeh! I'd say completely satisfied. I just want to say that this place has made such a difference to my life. And the fact that I knew some people who had already moved here made my move a lot easier."

"I wish I'd done this years ago. Eeeh! But I couldn't, could I? It wasn't here like!"

"I am very happy with it all, and it is such a relief to find that things don't have to be a struggle."

These high levels of satisfaction were echoed by those informal carers interviewed and in discussion with social workers and key personnel within the local authority. Thus any criticisms raised in this report are minor and should be viewed in their proper context of very satisfied customers and partner agencies.

2. The Nature and Appropriateness of the Building and Location

St Germain's Grange is a new build property on 3 levels. It is located on the site of a former Local Authority residential home in an established residential community. Visually, it compares well with other accommodation in the area but it is not obtrusive. It stands next to the Methodist Church and Hall and opposite a small row of shops with flats above and garages adjacent. The Cricket Club, with social facilities including a bar, is nearby. There is also a local pub. The site is close to the beach and the Headland, a well-known local landmark and beauty spot.

For those who are independently mobile or able to use a scooter, the village centre is approximately 500 yards away and is a reasonably flat walk. The village offers a good mix of facilities including small supermarket with

newspapers and off-licence, baker, butcher, chemist, ironmonger, hotel and takeaways.

All tenants interviewed liked the location and felt that St Germain's Grange fitted in well. They also valued the range of facilities nearby. Many are from Marske itself or have family members in the village and particularly valued the continuity of retaining links with a known community.

As stated in the introduction, there were strong feelings in the community about the de-commissioning of Mount Pleasant, the residential home on the site. However, there was no evidence from interviews or from general discussion that these strong feelings have translated into sustained resistance to St Germain's Grange. On the contrary, the indications are that local people see a high quality replacement that is adding something to their community. One local person whose mother is a tenant at St Germain's Grange told me

"I voted against the old one being pulled down but now I can't praise this one enough"

Another told me

"At the time there was a lot of bad feeling about Mount Pleasant, then curiosity took over, which was replaced by shock – at how nice St Germain's is. It is an excellent replacement."

At the time the fieldwork was carried out, the waiting list for St Germain's Grange stood at 76 and was growing. Most interest was local, which gives us some indication of current local feeling on the subject. This was borne out in brief conversation with the Methodist minister, who was aware of "in the region of 100 people in the Parish who are desperate to get into St Germain's Grange"

The only negative comments about the location were some mixed opinions about the view from the side of the building that overlooks Vicarage Drive and the block of shops, flats and garages. Some people regard it as an eyesore and a trouble-magnet. During the first few months, there were instances of groups of youths congregating there and drinking alcohol. Many tenants found it noisy. However, the situation is more settled now that the shop selling alcohol has closed. For some people, however, this provided some stimulus and entertainment, particularly when police were called. One tenant told me that it was better than watching The Bill!

In terms of the building itself, St Germain's Grange provides 28 one bedroom flats and 3 two bedroom flats. There is also a guestroom with en-suite facilities and two tenants' lounges, one with snack-making facilities. There is an assisted bathroom on each floor. On the ground floor, there is a Day Centre, Café, Hairdressing Salon, Laundrette and Consulting Room.

The design of the building is such that the area containing the flats and those facilities for use only by tenants is clearly separated by means of a locked door from the part of the building where the facilities can also be used by the public. All tenants interviewed indicated that this meant they had no concerns regarding their privacy or security being compromised.

Access to the communal area from outside is via double automatic sliding doors and it is fully wheelchair accessible as there are no steps or kerbs. The décor is bright and the entrance hallway is light, particularly due to the glazed roof. Many of the people interviewed commented particularly upon how light and airy it felt when entering the building and contrasted this with how claustrophobic they often found more traditional sheltered schemes. The theme of open space was also noted in the corridors, which are wide and brightly decorated.

From 4pm until 9am, the automatic doors are closed so that entry can only be gained by holding the key fob against the sensor or by contacting a tenant or member of staff. This is valued by tenants in terms of increasing security. Two relatives whom I spoke to mentioned that for more confused tenants, the use of the key fob was confusing at first as the icon on the sensor shows a key while it is the fob that needs to be placed on the sensor to secure entry.

Tenants can check who is at the door by use of the intercom and by means of a video-link, which can be tuned in to their television. In practice, few tenants use the latter facility for its' intended purpose. For some, it is another useful form of entertainment, keeping an eye on who is coming and going! I noted that the video-link was not accessible in the Care Team's office and would suggest that this would be helpful, particularly for those staff who sleep-in.

The only negative comments about the entrance hall concerned the toilets. Firstly, there was some question as to whether the disabled toilet was correctly equipped for a disabled person to use independently. Secondly, as the doors open into the hallway, which is often very busy, there is a risk of inadvertently hitting someone with the door. This is particularly the case with the toilet located to the left of the entrance as the door opens towards the entrance.

Access to the tenants' domain is again by use of a key fob placed against a sensor to open an automatic door. This enables easy access for people who use a wheelchair. There is lift access to all three floors. However access is impeded in the sense that the doors between the corridors and the lift are not automatic, thus some people remain dependent on others to assist them with these doors. This is unfortunate in view of the otherwise excellent access.

The design of the building is such that the flats are set off each side of the corridor on each of the three floors. Each floor has its' own distinctive colourway of décor to assist with orientation. Corridors are wide and have

handrails on each side. Unfortunately, they are also very long and this was mentioned as a drawback by a significant number of tenants, carers and social workers. It was particularly an issue for tenants who have breathing problems such as emphysema or Chronic Obstructive Pulmonary Disease (COPD) and for those whose mobility is limited. The need to build to this design is presumably due mostly to the size and shape of the available plot, which is a fixed entity. However, a design that allows for shorter travelling distances between all flats and the Café or other facilities would have been advantageous for those tenants. Although in theory one could aim to allocate tenancies at the near end of the corridor to those with such difficulties, in practice it is unlikely that the right flat would be available at the right time.

On the positive side, the long corridors have been useful in terms of some tenants building up their stamina and measuring how their mobility has improved over time!

The flats themselves are described by all tenants as surprisingly spacious and those who use a wheelchair or mobility aid find that access is good to all rooms, with plenty of turning space.

All flats have a fully accessible shower. The supports and electrics are already in place above the bedroom ceilings to support a hoist, with the facility to transfer through to the shower room by means of a track system. Thus, the traditional problem of rooms not being large enough to safely accommodate a free-standing hoist is overcome. It has not been necessary to use this facility yet but the inclusion of this as standard should make it possible to support some people at home for longer.

There is also the facility to remove part of the partition wall between lounge and bedroom to create more open plan accommodation. However, some tenants mistook this for a building flaw, bad finishing or settlement cracks.

Some kitchens are particularly set for ease of use and access with a wheelchair. For example, work surfaces and sink are hung lower and a wheelchair can slide underneath so that the person can work on the surface more easily. The only criticism consistently raised about the kitchens was the lack of a window. Some people find the kitchen gets too hot while some simply miss being able to look out the window while doing the washing up. Some tenants and staff also made specific mention of the cooker rings, which are slow to heat/cool down and which do not glow red when hot, hence the risk of burns.

All flats have pull cord call systems. From 7am until 10pm these are responded to by the on-site care team. After 10pm, Anchor Call monitor and alert the member of staff sleeping in if necessary. There is also the facility to provide pendant alarms for all flats, although only a small number were purchased as part of the building contract. However, more are being purchased each year and I am assured that any tenant who needs one will receive it immediately. Whilst this is reassuring, it does pose the question as

to whether this low specification in the contract for such a state of the art development was appropriate, given the range of needs of tenants and the potential for those needs to change substantially. The provision of a relatively simple piece of equipment such as a pendant alarm can have a substantial impact upon people's level of confidence and thus on their motivation to maintain their independence. I would therefore urge that future contracts set the standard of pendant alarms for all flats.

In terms of the impact of the design, one social worker who has been very involved with St Germain's Grange commented that the quality of design was such that fewer pieces of equipment were needed when people took up their tenancy. This had an impact upon budget and upon social worker/OT workload.

3. The Allocation Process

It is clear from discussions with the Scheme Manager and key personnel from Social Services that decisions around allocation of tenancies are taken in partnership. The Scheme Manager is an active participant in that process and her contributions to the process are clearly valued by Social Services.

In allocating tenancies, a balance is sought between allocating to people with the highest priority and keeping the number of care hours within the bands of the block contract, thus aiming to maintain a community with a mix of dependencies. Although social workers agree with this in principle, many also expressed their frustration that this system means that people who in their view are lower priority will be allocated a tenancy before someone with a high level of needs. Although one can understand this frustration, it is important to maintain the principle of balance. I take the view that the real issue is that there is a need for more Extra-Care schemes, not a need to alter the allocation criteria.

Practitioners also identified a frustration around how long people with relatively low levels of need might have to wait for a tenancy. They expressed the view that there might well be a market need for a resource built to the same specification as St Germain's Grange but with a smaller block contract.

From the perspective of tenants, the allocation process is working well. All tenants interviewed had seen St Germain's Grange before accepting the tenancy and all were confident that the decision to move had been theirs and theirs alone. This is in marked contrast to the findings at Langley Court Extra-Care Scheme in Wolverhampton where 35% of the tenants interviewed thought that they had had little or no say in the decision to move and 50% said that they had not seen the property before they moved. Most of those 35% were tenants who had moved in soon after Langley Court opened, thus it is clear that practice around the allocations in the early days of St Germain's Grange is substantially different. (Practice at Langley Court has altered and this is no longer an issue)

All tenants and carers interviewed were satisfied with the quality, quantity and appropriateness of the information that they received about St Germain's Grange prior to accepting a tenancy.

At time of allocation it is of fundamental importance that accurate and timely information about a person's assessed care needs is passed on from the social worker to the team at St Germain's Grange. This is clearly happening, with good quality assessments and care plans being provided. The relationship between the Scheme Manager and colleagues at St Germain's Grange and the social workers is very positive thus any lack of clarity of information is soon dealt with.

4. The Extent to Which Independence is Promoted and Maintained

All tenants, carers and social workers interviewed were clear that an essential part of the philosophy at St Germain's Grange is that of promoting and maintaining people's independence as far as is practicable. All staff interviewed also demonstrated their commitment to this philosophy.

Some quotes help illustrate people's experience of this philosophy in action:

"When I'd had a fall I lost my confidence and didn't want to walk if I could avoid it. But once I (physically) recovered, they gently insisted I walk a bit further each day and rely less and less on the wheelchair. I'm glad they did."

"Yes, the staff encourage me but it's more than that. I feel more confident here somehow, and that helps me want to be more independent."

"They took over in (residential home). Here, I come and go as I please. There it was very much their home; here it's definitely my home. It's a world of difference."

"The ordinary structures of life were falling away for mum. For example, time meant nothing so even having more visits from the home help wasn't any good, as she wouldn't remember to stay in. Here, life's ordinary structures such as having a meal or going to bed are maintained in a subtle way. I think mum feels safer and worries less so fewer problems arise. With a return to a routine, she feels better, looks better and copes better and can therefore retain her independence."

Figures regarding changes in care packages quoted later in this report support the view that independence is promoted and maintained.

5. The Impact of the Move on Tenants and Carers

Tenants reported some significant changes that the move had brought about for them.

- 50% reported that they were sleeping better than in their previous accommodation, the other 50% thought their sleep pattern was much the same.
- 30% reported that they had needed to see their GP less often and 30% said they had needed fewer hospital admissions than previously. The other 70% reported no change.
- 40% thought that their physical health had improved, 40% reported no change while the other 20% reported a worsening, which was in keeping with the nature of their illness.
- 80% reported an improvement in their emotional wellbeing and their level of optimism for the future.
- 50% thought that their relationship with their family had improved, the other 50% reported no change.

Carers also reported positive impacts, as the following quotes illustrate:

“Before, Mum could see that we weren’t wanting to be there and were itching to get away. Now, it’s a social call we enjoy. We are a family now, not a crisis service.”

“I can go away now or get involved in things in the village and still be an active part of mum’s life without that terrible pressure. Also, she is still involved with us and what we do but the tension has gone.”

There has also been a substantial impact upon tenants feeling of safety and security. Whereas 50% reported feeling unsafe in their previous accommodation, all 100% report feeling safe in St Germain’s Grange. These figures are consistent with the findings at Fairfield Court and Langley Court.

Thus, there is evidence of the move having a very positive impact for people, with the quality of their lives significantly improved in fundamentally important ways.

6. The Nature of the Population at St Germain’s Grange

In keeping with the principles of Extra-Care, St Germain’s is home to people with a wide range of needs, including people with mental health needs and people with physical disabilities. At the time that fieldwork was done, 8 of the

31 flats were occupied by people with mental health needs, including confusion and 5 tenants had a significant level of physical disability.

The key question has to be “Does this mix work in practice?” In common with the evaluations at Fairfield Court and Langley Court, the answer is that by and large, yes, it does. Interviews with staff indicate that the mix makes the work more interesting and a constant learning process. Staff also identified a number of examples where tenants were capitalising upon their own strengths to help other tenants. For example, some one with good mobility pushing someone who uses a wheelchair in order to go to the pub or the shop. Another example quoted was where tenants who are clear thinking keep an eye on those with memory loss who wander.

Although there are a relatively high proportion of tenants who have some degree of mental health problem, this was not identified as a concern for staff. Whereas in the two previous evaluations staff and Social Services representatives had identified this as a training need, the indications from staff and Social Services here is that staff are confident and competent in this area. Staff clearly adopt a “people first” vision and respond to each person and their individual circumstances.

Tenants were largely happy with the composition of the tenant population, although for two people there were some tensions around the presence of more confused tenants. They reported that this put them off socialising with other tenants. However, I noted that despite this tension, those two individuals were among those who kept a watchful eye on who one of them affectionately referred to as “Marske Wanderers”.

7. Perception of St Germain’s Grange Within Partner Agencies

From interviews with social workers and key decision-makers within Social Services, it is obvious that they have a very positive image of Anchor as an organisation and St Germain’s Grange as a provider of services. There is a tangible enthusiasm and willingness to work in partnership to get it right. The Scheme Manager, Anne Stevenson, has clearly won the confidence and the respect of all her fellow professionals. People particularly value her willingness to be flexible and to problem-solve with them in trying to address people’s needs. They also recognise the enormous commitment she has shown to establishing St Germain’s Grange.

Social workers recognise the positive difference that a tenancy at St Germain’s has made for many of their clients and even when the tenancy has been a short one, they still view it positively. For example, giving people a chance to try it out or giving independence one last try before having to move to more specialised EMI provision. Social workers made particular mention of how welcome they feel when they visit St Germain’s Grange and how cooperative and well-informed staff are. They also value the effort that Anne Stevenson makes to keep them informed of any developments with

their clients and the fact that problems are often resolved before they even hear about them.

The only unanimous criticism that social workers made was that there is only one St Germain's Grange. They are keen to see other similar schemes develop in the area, both for older people and for other client groups too.

8. Safety and Security

As outlined earlier, all tenants interviewed feel safe and secure at St Germain's Grange whereas 50% reported feeling unsafe in their previous accommodation. This was in line with findings at Fairfield Court and Langley Court.

One tenant described how she had not felt safe enough to change into her night-clothes during the last 9 months in her previous home and had had a very disturbed sleep pattern. She now sleeps well.

Another described how she was permanently on edge after 2 burglaries and no longer felt that her home was somewhere safe to be.

Another described difficulties with gangs of youths on her estate who caused petty damage and were very noisy. She and her neighbours (all older people) felt intimidated but felt powerless to do anything.

The factors that people mentioned as contributing to their sense of security were:

- Someone on duty 24 hours per day. Although there is only sleep-in cover from 10 pm to 7am, people feel secure knowing that they can summon assistance through Anchor Call.
- Front doors are locked from 4pm onwards therefore access is limited to tenants, staff and legitimate visitors.
- Staff adopt a proactive stance on security, checking doors and windows at night, politely but firmly challenging any people they do not recognise in order to ensure that they have legitimate business in the building
- There is a locked door between the public domain such as the Café, Hairdressers and Day Centre and the private domain where peoples' flats are located.
- There is a videolink from the front door to peoples' flats. Although only 30% report using it regularly, a further 40% thought it a good idea and something they might use.
- Pull cord alarm system in flats.

- Spy-hole in flat doors. I noted the helpful addition of a spy-hole at the appropriate height for someone in a wheelchair.

One piece of evidence of peoples' feeling of security is that many leave their flat doors open, particularly during the day, to encourage neighbours to pop in. It has become a recognised part of the culture of St Germain's that if the door is open, anyone is welcome to drop in. This is the culture that many tenants would have been used to in their neighbourhood streets in safer times and for many it is a welcome return to what feels normal.

9. Impact of On-Site Care Provision

A key question that the evaluation has tried to address is the extent to which on-site care provision can stabilise an individual's circumstances and whether they subsequently need less care input than in their previous environment and less than was originally envisaged at St Germain's Grange.

The local authority provided data regarding the assessed level of need for the tenant of each flat at the point the tenancy was allocated. For all tenants, this was compared with the actual level of care they received per week 3 months after their move and 6 months after their move. This data was drawn from the weekly returns that the Scheme Manager prepares for Social Services. For those 8 tenants who gave their written consent to access their records via their social worker, a further comparison was made with the care package they were receiving prior to the move. The data is presented in Appendix 1 and represents 29 flats, as 2 were vacant.

Starting with the data for all flats, comparing the assessed level of care at outset with the actual level received after 6 months, the evidence is that for 14 people there was an increase in care needs and for 14 there was a decrease. The other person remained self-sufficient with no care input. The levels of increase and decrease per week are summarised below:

Increase	Decrease
0h10	7h55
7h10	7h45
6h20	6h15
2h15	7h00
3h20	1h15
4h30	0h30
2h50	0h45
3h15	1h30
0h30	4h45
1h20	3h15
1h05	1h25
10h05	2h00
1h45	2h15
3h55	4h55
49h35	51h30

Thus we can see that increases over the first 6 months of tenancy ranged from a few minutes per week to 10 hours or so while decreases over the equivalent period ranged from 30 minutes to nearly 8 hours per week.

What the figures cannot show is the story behind the change and the impact on peoples' quality of life. For example, those who needed an increase of 7h15 and 10h05 per week were people whose health deteriorated and who subsequently died in hospital. This increase in care provision cannot be seen as a "failure" in Extra-Care as the increase actually allowed people to remain in their own home in the latter stages of their life. The increase of 2h50 minutes per week for one person hides another success story. The tenant in question was living in her own home but the situation was fraught with difficulties due to her substantial memory loss. As described earlier in this report, "the ordinary structures of life were falling away" and attempts to increase her care package in the community met with no success as she forgot to stay in when the carer was due to call. Living in St Germain's Grange, with a care team onsite who can work flexibly, has meant that people have been able to engage with her more easily. As a result, she feels more secure, is eating well and regularly, is having her medication at regular intervals and in the correct dosage and is sleeping well.

What is of particular interest is the comparison between the care input per week that people were receiving in the community and the input 6 months after the move. Data is only available for 7 tenants but the results indicate that it could be useful for the local authority to carry out a full audit on the subject to see if the figures for the entire tenant group are in line with the results for this sample. The data is summarised below:

CHANGE PER WEEK	DESCRIPTION
Reduction of 4h25	Increase in confidence knowing that someone around. Reduction in breathing problems.
Reduction from residential care to 3h45	Increase in confidence and improvement in mental health. Going out more and more assertive.
Change from all needs being met by family members to needing 2h30	Due to good access to building, tenants are able to come and go without other assistance and need minimal help with care.
Reduction of 4h40	Despite a reported increase in frailty and increase in falls, still need less than assessed as needing in community
Reduction of 15h30	Change from being doubly incontinent, immobile and requiring the support of 2 to transfer to being fully continent, mobile, motivated and interested in life.
Increase of 2h50	Tenant with memory loss now able to live independently with an established routine and now engaging with a team of carers.
Change from all needs being met by relative with whom tenant lived to living independently with 12h35 care	Both tenant and carer have regained their independence and a quality of life that had been lost to both of them.

This provides clear evidence of the sometimes substantial changes that come about as a result of the move. Interviews indicate that a range of factors is at play:

- Good access to the building and to flats
- Design enabling people to do some tasks for themselves e.g. shower
- Facilities such as Café encouraging people to eat, socialise and cut down on the work
- Feeling safe and secure therefore more motivated
- Emphasis on enabling and promoting independence, staff motivating tenants
- Care Team on site means flexibility of response
- Care provision and housing are fully integrated

One member of staff graphically described it as “reversing a spiral of decline” and another described it as “trying to reach a point where tenants have a reason to get better and a reason to enjoy life again”. Whatever the process, it clearly gets results.

10. Flexibility of Care

Another key issue to address is the extent to which on-site care provision can respond flexibly to fluctuating levels of need and whether the structure of the care contract has an impact on this.

Interviews with tenants, staff and social workers make it clear that there is a high level of flexibility in care delivery at St Germain’s Grange and, in the words of Lao Tsu, “*In flexibility lies strength.*” The fact that the Care Team is on-site immediately gives flexibility of response. For example, if someone is having a slow start to the day, it is not a big issue as the carer can come back later. This simple response is difficult to give in the community as carers are largely tied to a list of calls that are geographically spread.

Flexibility was something that those tenants interviewed valued highly and many found it reassuring that as their needs changed, they only had to ask for extra help if they needed it. For many, knowing that flexibility is possible made them feel more confident.

The care contract is a block contract, which has some variance built in. The care contract is for 250 hours per week, with a variance agreed from 230 to 270. Therefore, as long as the total number of hours care per week stays within that range, it can be used flexibly according to need. Therefore, the Care Team is not constrained by a contract for each tenant that specifies the exact amount of care they are assessed as needing; they and the Scheme Manager can exercise judgement according to changing circumstances. Obviously if there is a substantial change over a sustained period of time then a reassessment of that person's needs is the most appropriate way forward. However, it is not necessary for the sorts of fluctuation of need that one would expect most people to experience from time to time; for example, due to a temporary infection.

The flexibility of the block contract has also been recognised and welcomed by social workers. They particularly value the way that it cuts down on the amount of paperwork they have to do, therefore increasing the amount of time they can spend on other tasks such as assessment. For clients in the community who need even a temporary change in their care package, the social worker has to complete a contract variation for each change and send this to the relevant parties. A change in the care package also means an application to Panel and a positive outcome is by no means guaranteed. The block contract removes the need for these variations and Panel applications.

Many also commented upon the block contract making it easier to communicate with the provider as there is no need for the contractual posturing and bickering that they often have to engage in with home care agencies. Instead, they feel able to relate on a professional level with the Scheme Manager about the issues that they are best qualified to deal with, the needs and best interests of their clients. As one experienced worker said,

"The block contract takes some of the heat out of the job, it takes away some of the needless pressure that we have to deal with when we use spot purchase. I only wish they (Social Services) would use this type of contract for domicilliary care in the community."

Another said

"I find it's easier to adopt a common sense approach to a problem if there is no contractual wrangling getting in the way."

Another said

"What I like about the block contract is that it allows people to have good and bad days without that creating a mountain of paperwork and an application to panel. Our clients in the community just can't have bad days; it's so crazy. I mean, who doesn't have bad days? I suppose you could say the block contract lets people be human."

Another said

“I think the block contract eases my client’s anxiety, just knowing that it doesn’t have to be a big deal getting an extra bit of help when they need it. Clients in the community get so anxious when they know it has to go to panel and the answer might be no.”

11.The Pros and Cons of Living at St Germain’s Grange

The factors that tenants particularly valued include the following:

- The combination of company being available but privacy also being easy to maintain
- The availability of a flexible care service
- Knowing that help is available 24 hours per day
- Feeling safe
- Retaining links with their own community rather than having to move away when their needs increased
- Being able to do more for self in view of the design of the flats, for example, being able to shower independently
- Being able to get in and out of the building easily
- Spacious rooms in flats and wide corridors in the building. Much less claustrophobic than many sheltered schemes
- The helpful and supportive attitude of the Scheme Manager and the Care Team
- The Café, both because of the availability of a choice of meals at a reasonable price and also for the social aspect of eating with others. Also value the option of a meal delivered to their flat.

The factors that some identified as a drawback were as follows:

- The length of the corridors
- The lack of window or other ventilation in the kitchen
- Lack of automatic doors between the corridors and the lift

- Quiet at weekends as the Café is not open and there isn't much happening
- The view from the Vicarage Drive side of the building
- For a small group of smokers, the policy of No Smoking in the communal areas is seen as a substantial drawback. If they are downstairs and, for example, want a cigarette after lunch, then they either have to return to their flat (which may involve assistance from staff if they use a wheelchair) or go outside, which is not always realistic in bad weather. (However, many non-smokers, particularly those with breathing difficulties, identified the No Smoking policy as a strength.)

All those interviewed, either formally or informally, were clear that the advantages very much outweighed the disadvantages. Those who had knowledge of other sheltered housing schemes in the area were also clear that St Germain's Grange set a standard for others to aspire to.

12. The Culture of St Germain's Grange

One question that the evaluation sought to address was whether the culture of St Germain's Grange is appropriate to the area it seeks to serve.

Perhaps the first question to answer is "What is the culture of St Germain's?" From interviews and observations, the following strands emerge:

- Enabling people to be as independent as possible
- Maintaining people's links with their community
- Inviting the community to build links with St Germain's
- Seeing people as individuals with their own perception of the world and their own priorities
- Offering protection when needed
- Building people's confidence
- Finding a way to make life manageable and meaningful

None of these is at odds with the Marske that local people have described to me and many particularly value the fact that St Germain's Grange has enabled them to remain in their community and be a visible part of that community.

Many tenants also described to me how the feeling of safety in the building makes it feel possible to leave their doors open for neighbours to wander in. This feels like a return to something that they used to feel able to do in local streets in safer times but something that had no longer been possible. In creating this safety, it has been possible to recreate the comfortable habit of leaning on the doorjamb, chatting to the neighbours along the corridor and passing the time of day.

13. Is St Germain's Grange home?

To what extent do the tenants at St Germain's Grange consider it to be their home? All of the tenants formally interviewed said that it was very much their home. The indications from informal discussions with other tenants back this view, although I am aware of two tenants who moved on because they could not settle. I am also aware that some of the current tenants found that it took some time to settle but this is hardly surprising as many left accommodation that had been home for decades.

Some quotes from tenants help illustrate their views:

"Yes, this is my home now, the whole of St Germain's. I'm interested in all that goes on here. It feels like a little village in its' own right so I don't feel isolated here. I feel like I belong already."

"I come and go as I please and I make the decisions about what I do when and whether staff come into my flat or not. Me making the decisions, that's what really makes it feel like home to me."

"Yes, this is home now. It's my own flat and up to me if I see other people or just stay on my own. It's nice to have the choice."

"This is my home. When my daughter was talking about me going into a home in Saltburn I just said "No Way!" Here you've got your privacy and people around you. You've got your meals if you want and help if you need it. This is my home, not a home. It's a world of difference."

"It took a while to settle. We had a lot of adjusting to do but yes, it feels like home now. It was so good to be able to stay in Marske rather than having to move away."

In terms of whether people regard St Germain's Grange as a whole as home or only their flats as home, the group were evenly split on the subject.

In terms of trying to understand the concept of what we mean by "home" and why it is so important to us, it is perhaps worth revisiting Despres (1991), who lists a number of themes that help define homes importance to our sense of identity and autonomy. These include

- Home as security and control
- Home as a reflection of one's ideas and values
- Home as permanence and continuity
- Home as relationship with family and friends
- Home as centre of activities
- Home as refuge from the outside world
- Home as indicator of personal status

All of these factors are ones which tenants at St Germain's Grange have talked about during this evaluation as being important to them and provided at St Germain's. It is therefore not surprising that they have no hesitation in describing St Germain's Grange as their home.

14. An Alternative to Residential or Nursing Care?

Of the tenants in residence when the evaluation was carried out, one had previously lived in residential care on a long term basis and one had spent a brief time in care after discharge from hospital, while a suitable alternative was found. Thus for them St Germain's has obviously provided a direct alternative.

Another useful measure is to consider for how many tenants was residential care one of the actively considered alternatives at the time they were referred to St Germain's? Of the 8 tenants who gave consent for access to their social worker, residential care (and in one instance nursing care) was actively and realistically considered for 4 people. This is in addition to the two people above.

As discussed below, social workers clearly see St Germain's Grange as an alternative to residential care.

15. Has Extra-Care changed people's perception of what is possible?

This question was asked of the key people from social services and the social workers who were involved in arranging tenancies. The simple answer is "Yes, very much so." Some quotes help illustrate the range of views:

"It's another string to our bow and a much needed alternative to residential care."

“Our expectations are higher now we’ve seen what is possible at St Germain’s and the difference it has made to so many people’s lives.”

“It definitely has changed perceptions. We all have ideals of what we would want for our clients and we are used to falling well short. I now feel that by securing a tenancy for someone at St Germain’s Grange, I get pretty close to that ideal and that feels good.”

“Very much so! I couldn’t believe that anywhere could be all-singing, all-dancing with whistles and bells but for X, St Germain’s is. But now we’ve got it, we want more!”

“Yes, it is an alternative to the traditional options we’ve had. Now it exists, it also influences Panel decisions, it makes us think differently.”

One person also commented that their experience of St Germain’s Grange had also changed their perception and expectations of the private sector for the better.

16. Out-of-Hours Provision

The staffing arrangements at St Germain’s Grange are that the Care Team are active from 7am to 10pm. From 10 pm one member of staff sleeps on the premises and is available for emergencies. Tenants can seek assistance overnight by pulling the cord and speaking to Anchor Call, who will make appropriate arrangements depending upon the nature of the issue. No concerns were raised by staff or tenants as to the adequacy of this arrangement and no-one could think of any occasions when these arrangements had not been adequate.

The Scheme Manager works office hours Monday to Friday, in theory at least. In practice, her days start earlier than ordinary office hours and she tries to spend at least one evening per week on the premises, so that those relatives who cannot come in during the day have an opportunity to see her. The formal on-call arrangements are again dealt with through Anchor Call, who will contact the appropriate Manager or agency to deal with the issue. However, all members of the Care Team are aware that they can contact the Scheme Manager at home or on her mobile out-of-hours if they are concerned or need advice. This is an informal local arrangement, acceptable to all parties. All staff interviewed valued this source of support.

17. Management Structure

Until recently, the management structure comprised only the Scheme Manager. Whilst this has the advantage of clarity, it has the disadvantage of placing an enormous breadth and volume of responsibility upon one person, particularly in the critical early stages of the Scheme’s development.

The role of Scheme Manager is pivotal to the success of Extra-Care Schemes and calls for a complex blend of skills and knowledge. Ideally, one needs a good knowledge of housing, residential care, domiciliary care and community development as well as the usual management skills and an aptitude for PR work. It is a tall order to find someone who demonstrates such a blend of skills and an equally tall order to expect them to demonstrate them all at once!

Anchor made an excellent choice of Scheme Manager. Anne Stevenson not only has experience of residential care and sheltered housing, she has also shown remarkable commitment to the concept of Extra-Care and to translating it into action at St Germain's Grange. It is also clear that the support given by both the Business Manager and the Innovations and Extra-Care Manager has been excellent, being both timely and clear.

Given the size of the task, it is therefore a welcome development that Anne has started to devolve some tasks and responsibilities to the Senior Care Worker, with whom she has worked closely since St Germain's Grange opened. This devolution also brings an element of training for the Senior Care worker and indicates Anchor's commitment to address the management issues within budget. Given the way that St Germain's has taken off, the potential for it to develop further, and the potential market for other Extra-Care provision in the area, I would have thought that a helpful way forward would be to formalise the need for an Assistant Manager in addition to Senior Care. This would enable the Scheme Manager to focus more upon the developmental agenda, both at St Germain's and beyond while still retaining an overview at St Germain's Grange. However, this would have funding implications

The feedback from tenants, relatives, staff and fellow-professionals makes it clear that Anne Stevenson's own description of her style of management as approachable, flexible and courteous is exactly how people find her. Other attributes that people value, which have also made a contribution to the success of St Germain's Grange include

- *Willing to work with us and to say so if she doesn't know the answer* (social worker)
- *Excellent at communicating with us about any significant events or changes* (social worker)
- *Dead canny!* (social worker)
- *Gets things done* (social worker)
- *Is responsive, takes on board comments.* (social worker)
- *Very helpful and is supportive of us as carers*

- *A firm but fair Manager. You always know where you stand with Anne.* (Staff)

18. Tenant Participation and Community Presence

This evaluation was carried out at the point where St Germain's Grange had been operational for approximately 6 months, which is a relatively early stage in the life of any community. Priority had rightly been given to the basics of selecting tenants, ensuring that assessed needs were being met, ensuring that the staff team were confident and competent in this style of working and ensuring that care standards were established and consolidated. One would not therefore expect substantial inroads to have been made around tenant participation and community presence, as this is a time-consuming and lengthy process. From the point of view of most tenants, it has been enough to cope with the big move and to settling into a new environment and to establishing new routines and new friendships, or re-establishing old ones.

However, the Scheme Manager has this area of work firmly in her sights; she is aware that tenants are now ready and keen for more activity on this front and has already made significant steps. The formal structure for tenant participation is already there in the form of Tenant's Meetings and the informal structure is constantly there in that tenants feel free to approach the Scheme Manager with any ideas they have. There is a natural focus for informal discussions in St Germain's Grange as people gather in the Café for coffee or lunch and the Scheme Manager circulates widely there.

It is unfortunate that some tensions were generated at an early stage around the use of the Day Centre. The centre is a Social Services resource with its' own Manager and staff team; although tenants can attend, this is dependent upon their assessed needs and is not therefore automatic. This is clearly spelled out in the literature about St Germain's Grange but in the early weeks, tenants were invited to join in activities. This had to be curtailed after a complaint from some service users at the Day Centre, who pay to use the resource. During interviews and informal discussions, tenants made it clear that they were unhappy about not being able to use a facility that they perceive as being part of their home and they want activities of their own to replace it. Since the fieldwork for this evaluation was completed, I have been advised that these tensions have decreased and there is now a much easier relationship between the tenants and the Day Centre users.

Although it is early days, there are already good examples of activities developing within St Germain's Grange. Some tenants gather to play cards or scrabble or other board games in the evenings. Although they originally used the large lounge on the top floor, they now tend to gather in the smaller, cosier lounge on the middle floor. At present, the top lounge is an underused resource; much of peoples' reticence to use it seems to be due to the size and height of the windows. The room would have an enticing view – if only one could see out from a sitting position! The windows are

placed too high for this to happen and people seem to have voted with their feet. Whilst Anchor agrees with the views expressed, the planning consent was granted on the basis of the windows not overlooking the gardens of adjacent properties.

Some musical entertainment has also been provided, usually accompanied by afternoon tea and local people and Day Centre members have been invited to join in. More of these events are planned.

The Anglican Vicar visits to provide Communion services and Day Centre members are invited too. Other denominations have also been approached and a useful link is being established with the Methodist Church, which is located next door.

Some Open Days were held to invite members of the local community to see for themselves what St Germain's Grange had to offer and the Scheme Manager continues to seek ways of interacting positively with the local community. The laundrette and hairdresser are open to local people and although uptake is currently modest, word of mouth is probably the best way for this to develop naturally. One local resident comes in to use the assisted bathroom as he cannot now use the bath in his own home; he is cheerfully providing positive publicity about St Germain's to his neighbours and friends. Given the close nature of the community in Marske, there is little doubt that this type of advertising will naturally bring the community to the door when needs arise.

The Café is also open to the public as well as tenants and Day Centre members and is a popular social focus. Tenants report that they find it good value for money and that the choice is good. They can have meals delivered to their flat and they find the staff flexible about providing options other than those on the menu. Special diets are also catered for and people can have advice about healthy eating. The Café is a separate venture, staffed by people who have Learning Disabilities working with a Catering Supervisor. It is an excellent example of St Germain's Grange both involving the local community and contributing to it at the same time. The Café is currently open Monday to Friday but during interviews there was substantial support within the tenant group for it to be open at weekends too, with Sunday lunch being a particular favourite. However, since the fieldwork was completed, Sunday lunch opening was offered to tenants but rejected as the cost was too high. As another weekend option, staff often arrange a delivery of fish and chips from the local chip shop on a Saturday evening and set this up in the Café, with all the usual trimmings. Again, it is an example of St Germain's benefiting from the local community while contributing to it in terms of supporting local business. The Café also hope to offer a packed tea service and to do afternoon teas in the summer. The only small criticism made of the Café is that the circular tables are so large that it is difficult for people who use wheelchairs to negotiate their way freely around the room. I understand that tables of smaller diameter are on order.

Whilst it is early days, I am confident that community presence will continue to develop naturally, with a little help from the Scheme Manager.

19. Staffing Issues

It is clear from interviews with tenants, carers and social workers that people find the Care Team to be approachable, flexible, reliable and sensitive. Based on my interviews with them and upon comments from tenants, they appear to be a very cohesive team and there is no evidence of cliques or factions. Many of the team see it as a significant factor that they all started as a new team and had to work hard together to get St Germain's Grange up and running. They feel this helped foster their identity as a team.

Most had experience of working in other care settings, either in the community or in residential or nursing care and quickly recognised the benefits of working in a setting such as St Germain's. They report higher levels of satisfaction in their work and particularly like being able to be flexible with people.

No concerns were raised about the staffing levels at any time of the day or night. While the current night-time arrangements are clearly adequate at present, they will need to be reviewed as the level of assessed need of tenants' increases over time, which it will almost certainly do. The requirements of the Care Standards Act may also have an impact upon this.

From interviews and from general observation, it was clear that staff morale was very good at the time of the evaluation and staff felt valued for their contribution, both by tenants and the Scheme Manager.

20. Training Issues

The Care Team at the time of the evaluation demonstrated a high level of qualification. 3 people had an NVQ at Level 3 whilst 6 had NVQ Level 2. Only 3 were currently without NVQ. This level of qualification within the Team no doubt contributes to their success.

There was also evidence that staff had received or were receiving basic induction training, including First Aid, Manual Handling, Food Hygiene and Health & Safety. It was unfortunate that it was not possible to conduct a substantial proportion of the induction training before St Germain's Grange opened and this should be the aim when opening new schemes. However, in this instance the Local Authority were only able to approve the contract the week before the Scheme opened and it was resolved not to delay people moving in. Therefore it was accepted that the training could not take place prior to opening.

No specific training needs were identified during the evaluation.

21. Strategic Issues

The success of St Germain's Grange has obviously done much to shape the Local Authorities perception of what Extra-Care can achieve and to positively reframe their perception and expectations of the private sector. There is a groundswell of opinion from practitioners that there is a need for other similar provision and it is clear from the competition for a tenancy at St Germain's Grange that the demand exists. Strategically, then, the potential for future business in the area is likely to be high.

In terms of strategic issues for Extra-Care generally, two main areas merit consideration. The first concerns the role of Scheme Managers. As outlined earlier the role is complex and demanding, calling for a broad range of knowledge and skills. It is clear from the three evaluations done to date that Anchor have been most fortunate in their choice of Scheme Managers but, in my view, the salary scale adopted is not commensurate with the expectations placed upon them. During the lifetime of this evaluation, the salary scale has risen to £18.5k - £20.5k, which is certainly a step in the right direction. However, if Anchor is to continue to develop Extra-Care, it concerns me that they may not be able to continue to attract the calibre of Scheme Managers that they have been able to recruit so far. This is particularly an issue in view of the shortfall in the care industry nationally of qualified workers. As the role of Scheme Manager is pivotal to the success of a scheme, this would have a substantial impact on Anchor's ability to progress the agenda of Extra-Care. It is clearly a thorny issue, as Anchor's hands are tied in the sense that rents and service charge cannot be raised therefore the only way to fund a further salary increase would be to raise the cost of the care block contract. One also must recognise that this may prove problematic for commissioning agencies. However, continuing to develop high quality services that meet the needs of older people and promote continued independence has to carry a realistic price tag and has to continue to attract the right calibre of staff.

Linked to this is the training and development needs of Scheme Managers. There is already an agreed induction process for Extra-Care Scheme Managers but I wonder whether this needs to be taken a stage further? As already stated, the role is complex and few people have all the necessary skills and knowledge. Extra-Care is also a relatively new field, which continues to develop and evolve according to local requirements. Each existing Scheme Manager will have developed an expertise that should be a valuable resource within Anchor. A logical way to use this to good effect would be to develop a mentoring scheme whereby the Manager of any new Extra-Care Scheme is linked to an experienced Extra-Care Manager for a period of time prior to opening the new scheme and for an agreed period afterwards. The role of mentor would need to be recognised within the manager's workload and time made available for the role.

CONCLUSIONS

At the time of this evaluation, St Germain's Grange had been operational for around 6 months. The evidence contained in this report speaks for itself: St Germain's Grange is clearly working well from everyone's point of view. There has been much interest in the project, both locally and nationally and a key figure within Anchor has been heard to say wistfully,

"What is it about Marske that makes it so special? If only we could bottle it.....!"

So what is so special about St Germain's Grange? If it could be bottled, what is this elusive "eau de Marske"? I would suggest that there is no particular single component, but rather a synergistic blend of components that in combination achieve more than the sum of the constituent parts.

Some of these components are as follows:

- The underpinning philosophy of Extra-Care was adopted in its' entirety. This includes a focus on enabling and promoting independence, flexibility of care provision and a balanced community.
- This philosophy was clearly communicated to staff, tenants and referring agencies from the outset.
- The project was developed in close consultation with the Local Authority.
- This good working relationship and clear communication has been maintained and developed at all levels of contact between Anchor and the Local Authority.
- The Scheme Manager was fully committed to the philosophy of Extra-Care, had the knowledge and skills to translate it into action and showed enormous commitment to the project.
- The Scheme Manager received appropriate and timely support from her line managers
- The Scheme Manager manages both Care and Housing
- The staff team were recruited on attitude as well as skills and qualification
- The level of qualification in the Care Team is high and they show a high level of commitment to their work

- St Germain's Grange serves a well-established and tight-knit community and many of the tenants have natural ties to this community.
- Many tenants knew each other or knew of each other prior to the move.
- Links with the community are being actively pursued.
- The quality and design of the building, including the access, is excellent.
- Security arrangements are excellent.

Whatever the blend, the evidence is that it works. Therefore the following recommendations are made simply in the interests of continual improvement:

RECOMMENDATIONS

1. In order to increase security arrangements, to consider making the video-link from the front door available in the Care Team office/sleeping-in room.
2. To increase independent access, as funds allow, to install automatic opening for doors between the lift and all 3 corridors.
3. In future building design, subject to the constraints of the site, to be mindful of the need to minimise the distance between flats and communal facilities.
4. In future building contract specifications, to set the standard of providing a pendant alarm for all flats from the outset.
5. To consider asking the Local Authority for data regarding the previous care input for all tenants in order to clarify if the data for the 7 tenants who gave permission for access to records is representative of the tenant group as a whole.
6. To continue to explore the option of the Café opening at weekends.
7. Subject to the availability of funding from the commissioning Local Authority, to consider the appointment of an Assistant Manager in addition to a Senior Care worker in order to free up the Manager to focus more upon the developmental agenda.

8. Recognising that Anchor have increased the salary scale for Extra-Care Scheme Managers to the maximum possible within the current funding level, to negotiate with the Local Authority to increase the contract price in order to increase the salary scale for the Scheme Manager to reflect the complexity of the post.
9. To consider developing a Mentoring Scheme for Extra-Care Scheme Managers to capitalise upon the growing expertise within Anchor and to support the managers of new schemes during the commissioning and establishing of the scheme.

Helen Ogilvy
10 July 2002

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EVALUATION OF ST GERMAIN'S GRANGE: APPENDIX 1

CARE INPUT PRE AND POST PLACEMENT

	ORIGIN	A CARE PRE PLACEMENT	B ASSESSED CARE FOR ST G's	C ACTUAL CARE AT 3 MONTHS	D ACTUAL CARE AT 6 MONTHS	CHANGE • A - D • B - D
1	Sheltered	7h00	10h30	3h55	2h35	• - 4h2 5 • - 7h5 5
2	Community		10h00	10h10	10h10	• +0h 10
3	Sheltered		0	0	0	0
4	Community		23h00	16h40	15h15	• -7h 45
5	Residential	7 x 24h	10h00	4h40	3h45	• Res - 3h4 5 • - 6h1 5
6	Hospital		3h30	11h25	10h45	• +7h 15 (Died @ 8mont hs)
7	Community		7h00	0	0	• -7h
8	Community		2h30	8h35	8h50	• +6h 20

9	Community	Needs met by family members	3h45	2h	2h30	<ul style="list-style-type: none"> • ? • - 1h15
10	Hospital		10h30	10h05	10h	<ul style="list-style-type: none"> • - 0h30
11	Sheltered		10h30	16h05	12h45	<ul style="list-style-type: none"> • +2h15
12	Community	Private SW estimates need at 15h00	7h00	11h05	10h20	<ul style="list-style-type: none"> • - 4h40 • +3h20
13	Community		8h30	11h50	13h00	<ul style="list-style-type: none"> • +4h30
14	Community		12h30	12h10	11h45	<ul style="list-style-type: none"> • - 0h45
15	Hospital	33h50 (2 carers)	19h30	18h50	18h00	<ul style="list-style-type: none"> • - 15h30 • - 1h30
16	Community		7h00	3h50	2h15	<ul style="list-style-type: none"> • - 4h45
17	Community		5h00	Refused	1h45	<ul style="list-style-type: none"> • - 3h15
18	Community	7h00	7h00	12h35	9h50	<ul style="list-style-type: none"> • +2h50 • +2h50
1	Commun		10h30	10h00	9h05	<ul style="list-style-type: none"> • -

9	ity					1h25
20	Community		6h00	7h40	9h15	• +3h15
21	Community		2h00	0h00	0h00	• -2h00
22	Community		8h30	8h15	9h00	• +0h30
23	Community		17h00	18h25	18h20	• +1h20
24	Community	File not available	11h30	8h20	9h15	• -2h15
25	Sheltered		10h30	12h15	11h35	• +1h05
26	Sheltered		4h30	8h35	14h35	+10h05 (Died @ 7 months)
27	Community with relative	All care provided by family	17h30	14h50	12h35	• ? • -4h55
28	Community		5h00	7h20	6h45	• +1h45
29	Community		0h00	2h45	3h55	• +3h55

The data is based upon 29 flats, as 2 were vacant.