



Eden Futures Quality Account

2023

Sarah Frank

Director of Quality & Governance





Introduction

Eden Futures Quality Account 2023

The year covered by this, Eden Futures first Quality Account, was driven by supporting people to re-start activities and try new opportunities following the restrictions of the pandemic. At the same time we moved forward as an organisation to embrace new opportunities whilst “catching up” from delays caused by the pandemic.

There were many achievements and positive outcomes over the past year and the publication of this first annual Quality Account will support our transparency as an organisation and enable reflection on a busy and challenging year.

Everybody who works for Eden Futures does so to enable the delivery of care and support that meets people’s needs and enables their involvement in decisions that impact on their lives. Our staff have a passion for the work they do in supporting and enabling people and all of the teams that work within the organisation to support service delivery do so with an enormous amount of pride in the work they do and the difference they make.

We were able to fully embrace normal working following the challenges of the pandemic and staff and service users were keen to pick up activities and opportunities that had been unavailable for a period of time as well as identify new options for living and working.

Some changes to working practices introduced during the pandemic have been of benefit to the organisation and the way we work. An example of this has been the opportunity to expand the Eden Influencers group through using remote video meetings - thus enabling people from all parts of the organisation to participate and offer their views.

Throughout 2023 we have focused on positive actions to support individuals to lead full and active lives. We have supported people to follow-up health appointments and procedures that had been postponed in the previous two years and continued to focus on personalised support in line with organisational values.












Our quality account

We are producing an annual Quality Account to provide information to all of our stakeholders about how we have worked over 2023. We will be looking at key areas within this account building upon this in future years.

The areas reviewed are:

-  **Internal and external assurance** | Page 04
-  **Our people strategy** | Page 05
-  **Positive outcomes for people we support** | Page 07
-  **Eden Futures annual survey** | Page 09
-  **Complex service delivery** | Page 11
-  **Safety through learning** | Page 13
-  **Service development** | Page 14





A quality message

From the CEO and Director of Quality & Governance

Quality is always at the heart of everything we do and never more so than in the past year as we have supported individuals to move forward from the pandemic, re-visit old opportunities and identify new ones. For some individuals this has proved very challenging with real fears and concerns present for some, whilst others wanted to embrace everything that was on offer after two years of restrictions.

One of the big changes we have made in the past year has been to on-board a new electronic platform to enable us to audit key areas and report events. The moving of events from our previous platform to the new one was a big project and this move took place at the beginning of July 2022 with continuous review and development into 2023. This has opened up opportunity for trend identification and analytics that we did not previously have.

We look forward to rolling out digital care records throughout 2024 with a pilot to commence in February.

Internal auditing has continued through the members of the quality team. The annual audit based on CQC KLOEs has been completed for all areas and we are working to move to a new audit tool by

the beginning of 2024 to reflect changes in CQC's regulatory approach and framework and the introduction of Quality Statements to replace KLOEs.

We have retained our 100% overall Good rating for all services which have been rated by CQC. During 2023 we had three in-person inspections by CQC.

We are moving forward into a period of regulatory change and increased commissioner focus with the introduction of CQC inspection for those stakeholders. We do this in a focused and positive way and with a continued commitment to excellence.



Helen Stokes

Chief Executive Officer



Sarah Frank

Director of Quality & Governance

Internal and external assurance



We have a robust process of internal auditing based on the CQC Fundamental Standards - currently shown in the Key Lines of Enquiry but moving forward with the Quality Statements in 2024. We also have compliance processes to confirm actions in relation to key areas of health, safety and fire safety as well as key support areas such as medication and finance.

Internal assurance

Each service receives an annual quality audit. In 2023 this was based on the CQC Key Lines of Enquiry. This is carried out by a member of the Quality team and incorporates service visits, meeting service users, staff and relatives, reviewing records, a desktop review of electronic reporting and other relevant checks. Across all areas the year end internal KLOE score was 92% based on benchmarking against the standards required for a CQC Good rating. This score has increased over 2023 as all areas have focused on evidencing the support they provide.

We have seen a small turnover of registered managers during 2023 with one re-locating and one retiring and one manager taking up another post. The new managers have been a mix of internal promotion and external appointment bringing new ideas and skills to these key roles.

Compliance checks have continued throughout the year and have a positive support focus for managers in service with the team helping managers to understand processes and checks required.

External assurance

CQC visits have picked up in 2023 with three areas having in-person inspections in Worksop, Rotherham and Huthwaite. These locations all received an overall GOOD rating from CQC with the Worksop location receiving its first rating since registration.

Local authorities have increased quality assurance visits in 2023 as they prepare for CQC inspection. We have engaged positively and had good outcomes throughout. We welcome the opportunity to discuss all outcomes with commissioners.

Our ISO:9001 accreditations were reviewed for all four companies in 2023 and all passed following in-person visits to review evidence against the standards.

CHAS was successfully re-accredited for health and safety for all four companies in 2023.

Over 2023 we have utilised an external organisation to complete "mock" CQC inspections in two key areas. This has enabled us to ensure that our internal benchmarking is rigorous in addition to providing valuable feedback. This process is to be expanded in 2024.



Our people strategy

Our Purpose is Our People

Our People Strategy sets out the strategic direction for our staff in the coming year and sets out how we will enable the delivery of our vision and strategic aims, underpinned by our values of: Brave, Honest, Caring and Compassionate, Positive, Professional and Responsive.

Our intention is to build a workforce that is happy, resilient and able to fulfil their potential as we develop and grow our services.

We ensure that our staff experience is a positive one throughout the employee lifecycle to attract and retain the best people and be able to change and adapt to provide excellent care and support and meet the needs of our service users.

By focusing on these strategic enhancements for 2024, we aim to further solidify our position as an employer of choice and ensure our teams feels valued, engaged and equipped to succeed.

We have 3 key overarching ambitions:

- To attract and retain our people
- To make sure that their health and wellbeing is supported so that our people feel well at work
- To give our people the opportunity to learn, develop and progress

At Eden Futures, where our people are at the heart of our purpose, we've taken significant steps to enhance our People Strategy that we introduced in October 2022. We've refreshed our People Strategy to outline our accomplishments in 2023 and set our sights on our 2024 aspirations.



Alex Pugh

Head of HR



People achievements

Wins for 2023



HR Operations & ER:

New team appointments **Improved communications**
Reduction in suspensions **Focused reporting**
Eden Evolve Essential Training for Managers
Recognition week **Employee engagement survey**
Creation and improvement of templates
Attrition rate below the industry average

HR Recruitment:

New team appointments and promotions
70 payments for the refer a friend scheme
Improvements to recruitment and processes
Improved social media engagement **722 new starters**
Recruited a total of 66 overseas workers
Collaboration with Adecco **Enhancement of our brand**
Updated company Recruitment Policy
Website and recruitment video **New service in Newark**

Learning & Development:

Improved communications and data reporting
Quarterly training plan **New competency framework**
New apprenticeship partnership **New TNA process**
New in-house certification process **Training review**
New robust pre-requisite process **New managers training**
New revamped L&D page on ERNIE



Positive outcomes for people we support

Within Eden Futures the operations team support 700 service users on a day to day basis. At the end of 2023 that team comprised of 1500 staff who provide direct support in services.

The team is led by the Group Operations Director, Clare Cott who works closely with all other teams in the organisation to ensure that all individuals are supported by staff who are appropriately trained and managed. She is supported by three operations managers who work across our East, West and North regions. They each manage area managers within their region.

The focus of the operations team is to provide excellent and safe support to each person based on their individual needs and choices. There is a focus on outcomes to ensure that people are living the lives that they choose whilst being supported to do this in a way that promotes and respects independence.



Clare Cott

Group Operations Director

James's story

James spent 10 years in Eden Futures supported living services. He is a gentleman with a learning disability and mental health issues.

James received support from Eden Futures which supported him towards gaining and maintaining independence – including development around social responses, dealing with his medication, budgeting, cooking, cleaning etc. A lot of support has also been delivered around developing safe relationships.

While his aim has always been to have a partner, he has been very vulnerable to exploitation.

Now in his mid-30s, James decided he was ready to move onto the next stage and to move into independent living. The programme of up-skilling was stepped up to ensure he could do this safely. After a phased transition from Eden Futures, James has moved into his own flat with support and is doing well.

Simon's story

Simon, an individual with anxiety and autism, had been unable to access public transport for over 10 years prior to moving into one of our services.

During his person-centred planning assessment, he explained that he wanted to go out into his local community. To ensure this was done safely and to reduce risks of anxiety attacks, an "access to transport" support plan and risk assessment was developed. This focused on graded exposure to different aspects of

the journey so it could be broken down into stages and Simon could become comfortable with each step.

Simon initially worked with his keyworker and gradually the support was withdrawn or placed at a distance to support his independent actions. In doing this, Simon learnt the stop he needed to get off the bus at – further reducing anxiety – and went through all the stages of the journey until he was able to carry out the bus journey independently and meet his key worker at the other end. This was completed successfully.

Lee's story

Lee didn't know his way around the area when he came to our service in 2020. This created extreme anxiety for him exacerbated by his diagnosis of bi-polar disorder. His support team gradually helped him to access the local community, starting with short walks to familiar places and then expanding the range of familiar places until he was comfortable – this included local shops and the supermarket.

Staff worked with Lee's preferences and it was acknowledged that his anxiety was created by knowing about things too far in advance. The team worked to plan trips that Lee was keen on without confirming actual arrangements with him until a few hours before. In this way he was able to

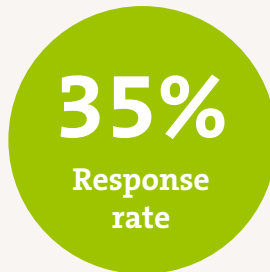
get the benefits of going out without high levels of anxiety taking place. This has provided considerable benefit socially with Lee really enjoying the outings and has widened opportunity for him and enabled him to have greater choice and has reduced his anxiety about unfamiliar areas.



Eden Futures annual survey

The 2023 service user survey took place in November and December. We are continually trialling ways of seeking feedback from people in ways that suit them and the survey utilised technology in ways it had not been used before. For the first time, in addition to providing links to people through service staff and making paper copies available, service users could use a QR code available on a poster in service. Over the years more and more service users have the ability to utilise this and we decided to offer it as an additional option this year.

We achieved an overall response rate of 35% which is an increase on the last year that a survey was carried out (2021).

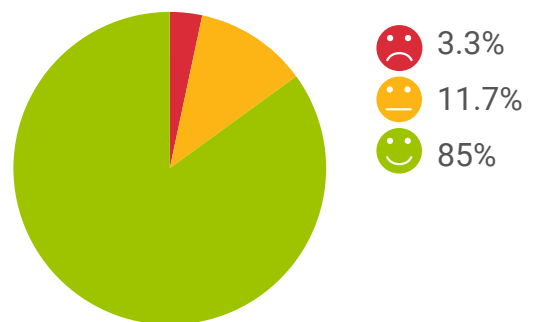


This is great news and we will continue to utilise the QR option whilst speaking to service users about preferred methods of communication.

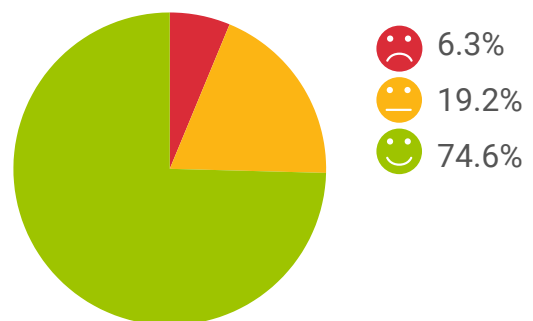
All feedback that required a response is being followed up with individuals.

Results overview:

Q1. Do you feel safe in your home?



Q2. Do you feel heard?



“We have a wonderful manager who is always there for us. She is understanding and goes out of her way to support everyone and takes time to listen.”

“I enjoy when staff support me Thursdays and Friday to the disco nights and on Wednesdays I bake cakes with my staff .”

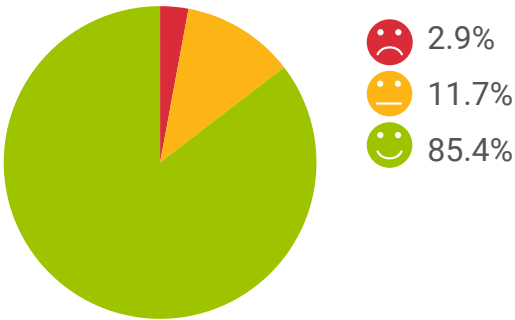


I enjoy my 1:1 support with my staff, we go out a lot in the community."

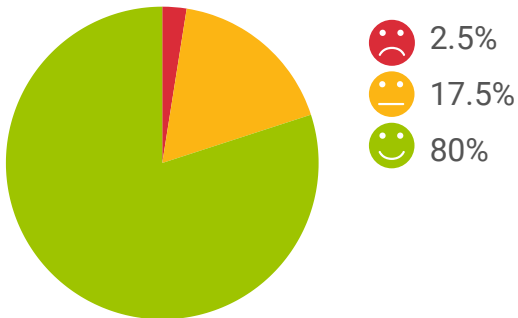
"Really happy about the staff you can tell they really care."

"I've gained confidence since living at Eden Futures."

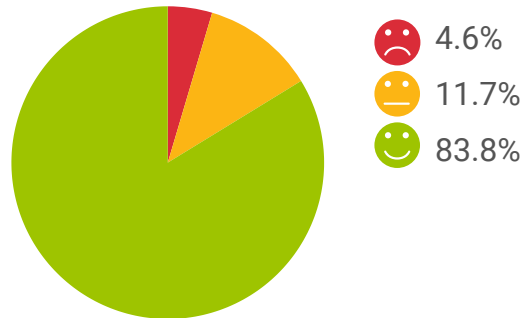
Q3. Do you feel well supported by your staff?



Q4. Are you involved in planning your support?



Q5. Do you get the chance to do things that you enjoy?



Complex service delivery

Providing support to individuals that have complex needs

Lorna Durrant leads the Specialist Support Team (SST) to deliver excellent support to all those we support who show distress through communication and behaviour. She leads on Autism practice within Eden Futures and in 2023 won an award in recognition of her work.

The SST comprises of Positive Behaviour Support Development Practitioners, Mental Health Lead and Mental Health Practitioner. Where a person communicates distress in risky ways and is referred to or in receipt of a package of support from Eden Futures, the SST will support operational colleagues to explore strategies that reduce the risks and increase positive quality of life outcomes for the person.

When a person is allocated to a member(s) of the SST caseload, an action plan is created outlining the work to be undertaken and an estimated timescale. This may include the development of a functional behaviour assessment, positive behaviour support plan, safety plan or the delivery of bespoke CPD. Where possible, SST will present their findings in relation to information gleaned about a person to the operational support team so that one dimensional documents, are brought to life and the person behind the data is visible.

Other support provided to colleagues during transitions includes:

- ✿ Transferring PBS documents onto Eden Futures templates
- ✿ Coaching and modelling with teams to improve knowledge and understanding of a person's presentation and embed the right skills and behaviours to provide the support and utilise strategies identified as best practice
- ✿ Participation in meetings which include external MDT colleagues
- ✿ Transition visits
- ✿ Initial review of a PBSP in the first 6-8 weeks of a person moving into their new home



Lorna Durrant

Head of Specialist Strategies & Outcomes

"Lorna's passion for ensuring that autistic people are central to the business and its development through the autism partnership project allows the business to grow, improve and thrive."

The Great Autism Practice Award

Michael 's story

Michael came to one of our specialist services three years ago after his extreme behaviour became too much for his mum to manage at home. He was 19 years old. Diagnosed with a rare developmental condition, Michael also has a learning disability and displays behaviours with very little self-control. His behaviours sometimes require police attendance due to threats to staff and the risk of harm to himself. He was able to improvise weapons from environmental materials and could cause considerable damage to his apartment.

His apartment was renovated and adapted to build resilience into the environment and enable Michael to remain in his apartment on a consistent basis – Michael became traumatised at having to move out of his apartment due to damage caused and this caused significant problems in relation to his use of his vehicle after he moved back since he associated it with the distress and trauma of moving away from his apartment.

Michael's support team have worked hard since then, in collaboration with Eden's Specialist Behaviour Support team's PBS specialist on introducing a programme of positive risk taking to help Michael overcome his trauma around the vehicle – all of which had to be on his terms.



It became clear that Michael was traumatised by the experience of leaving his home and going into temporary accommodation (during apartment renovation) using the vehicle. Social stories were used to associate the vehicle with activities that Michael enjoyed.

His mother purchased woodwork materials (an activity that Michael enjoys) and these were put in the vehicle for him to collect. Gradually Michael was able to sit in the vehicle and staff mocked up the process involved – including putting his seatbelt on. Michael was not aware that this was preparation for using the vehicle again. Staff prepared items that he would want to take with him and this was practiced on a regular basis. Michael said one day that he wanted to go and get a burger and thanks to the preparation, the trip went smoothly with Michael sharing positive information about it on his return. He even asked to video-call his mother which was the first time he had initiated this request.



Safety through learning

This has been an organisational process for a number of years. It supports all types of safety within the organisation by reviewing key events across a range of areas. These include the safety (both physical and psychological) of the people we support; data safety and security; learning from serious complaints; reviewing the deaths of people we support; learning from significant employee investigations; reviewing actions related to complex service users and any other event that highlights learning on an organisational level.

A key group of senior leaders meets quarterly – comprising the CEO, Director of Quality and Governance, Group Operations Director, Head of HR and the Head of Specialist Strategies and Outcomes.

All key learning is reviewed with ongoing actions identified, resources discussed and allocated where necessary and timescales agreed.



A newsletter for circulation across the organisation is developed quarterly from the discussions and outcomes at this meeting. This is intended to make information accessible for all staff and is discussed at governance meetings throughout the organisation.

In addition to this process, the Director of Quality and the Group Director of Operations meet monthly to review significant events reported on the electronic reporting platform which encompasses a review of safeguarding reports. This ensures that follow up actions are in place for all events and appropriate oversight has been applied.



Service development

New services in 2023



Stoke

To meet strong demand for supporting adults in Stoke-on-Trent with learning disabilities, mental ill-health or autism, Eden Futures, working in partnership with a social housing provider and local commissioners, has opened a new supported living service in the Fenton borough of the city.

The twelve self-contained apartments and six specialist bungalows opened in May 2023 to provide support to adults with disabilities who are moving on from a range of settings including residential care or acute hospital settings.

Continued...

“It’s been exciting to see individuals move into their new homes. The demand for support to be provided in this type of accommodation continues to be strong and provides individuals with the opportunity to live in their own home in the community with support from Eden Futures.

We are excited to continue working in partnership with Stoke CC and others to develop future offerings for the local community.”

Chris Rogers

Director of Service Development

...Continued

People supported will have the opportunity to be supported with independent living and properties feature built in assistive technology and adaptations to support individuals with a range of needs including those with complex needs.

Since it's opening nine individuals have moved into their new apartments and five individuals have moved into their new

bungalows giving them the opportunity to live in their local community with our support. Every individual has their own tenancy agreement and front door regardless of how complex they are. The development creates 94 new jobs, made up of 89 support workers and five other roles including managers and support staff.

Newark

Due to continuing demand in Nottinghamshire, Eden Futures recently opened a new supported living service in Newark where we will provide support to 10 people in self-contained apartments and 4 people in specialist bungalows.

All of the properties feature built in assistive technology and adaptations to cater for the specific needs of people moving into the service.

The service will allow individuals with a range of needs including those with complex needs to live in their own home, in the community. Everyone will have their own tenancy agreement and their own front door providing some individuals with their first home outside of a hospital setting.



The service was designed and developed in partnership with Nottinghamshire County Council, a specialist supported housing developer and alongside Inclusion Housing.

Since it's opening last year, the service has seen four individuals move into their new apartments with a number of people being assessed to move in during 2024.



Chris Rogers

Director of Service Development



Harlaxton House, Unit 3, Long Bennington Business Park,
Main Road, Long Bennington, NG23 5JR

T: 03300 240 039 E: info@edenfutures.org www.edenfutures.org