

OCTAVIA 



Care and Support strategy

2022-2025

Purpose

Delivering equality through homes, support, and opportunity

For over 150 years, Octavia has stayed true to its social purpose by providing good quality homes, support, and care for people in Central and West London.

We have built a unique offer that puts people and communities first, harnessing the skills and commitment of our colleagues, partners, and stakeholders to build and sustain thriving and diverse communities that enrich the lives of everyone who lives in them.

With the pandemic laying bare pre-existing inequalities and triggering long overdue conversations about care, community, opportunity, housing, and health, that offer is just as relevant today – perhaps even more so – as it was when we were founded by Victorian philanthropist Octavia Hill in 1865.

To build on our proud legacy of reaching those most in need in our communities, we seek to **enable people with care or support needs to thrive in their home, live well and as independently as they can, and have opportunities to connect with others.**

We will do this by:

- Anticipating and responding to changing needs in Health, Social Care, and the external environment to capitalise on opportunities to tackle housing and health inequalities.
- Ensuring our care and support provision is fit for purpose (now and for the future), attractive, well maintained, sustainable and we are proud of every building.
- Providing opportunities and clear pathways for people to reach their full potential.
- Making best use of technology to be more efficient, environmentally friendly, competitive and support service quality.
- Growing and co-designing the service based on what customers tell us they want and on evidenced need, and where Octavia is best placed to provide the service.

We will keep our people at the heart of everything we do as we sustain and grow our excellent Extra Care provision across North West London, developing our multi-disciplinary housing solution and support service across all tenures. We will operate a vibrant community hub in the centre of North Kensington, ensuring our supported and sheltered housing is fit for purpose. We will measure the impact of our services in terms of how people feel we are enabling them and how well the services perform as an integral part of the health and social care system.



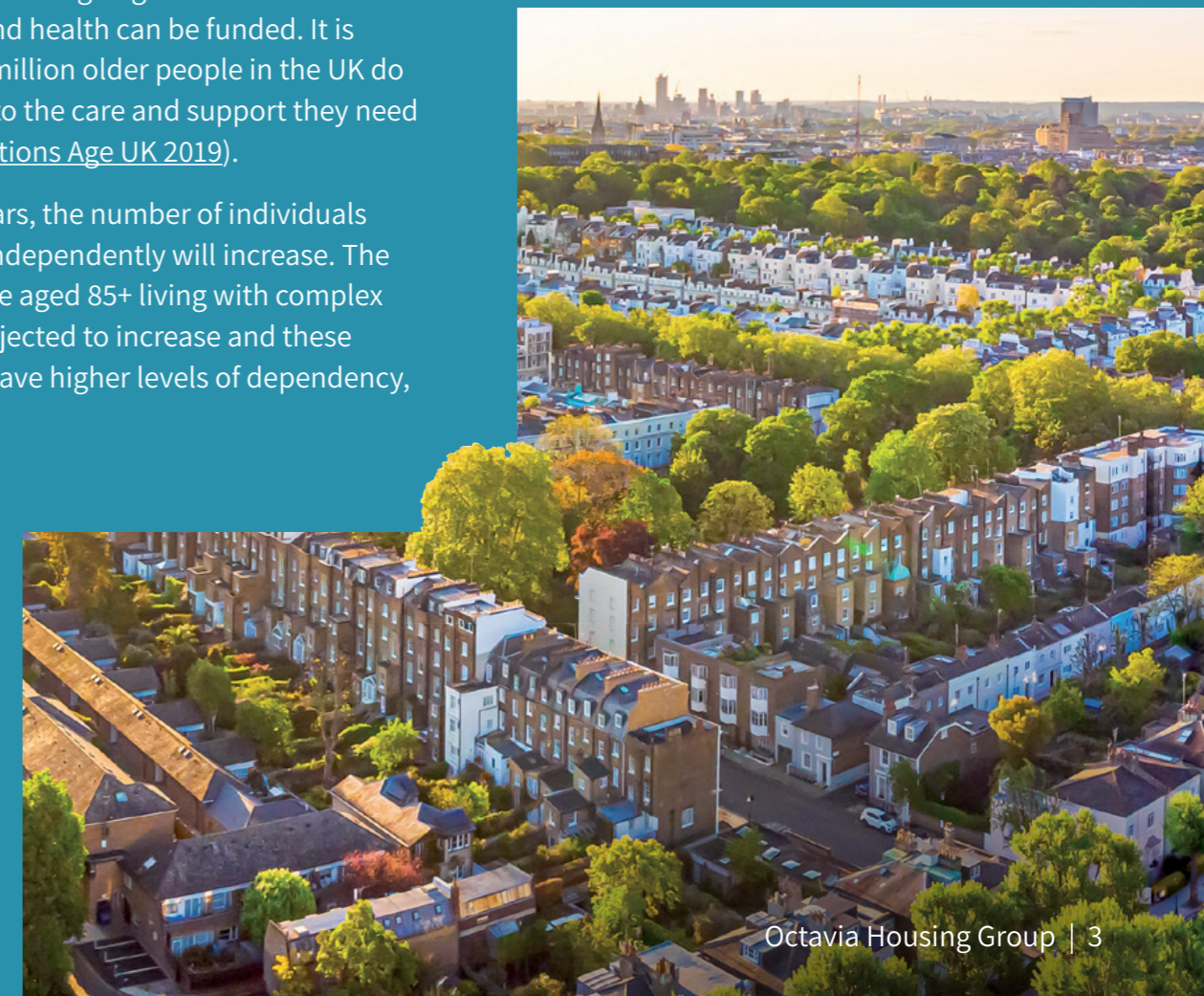
Context

Over the next 10 years the population of the UK will continue to grow becoming more diverse, particularly in London, as well as older ([Office for National Statistics 2018](#)).

There are approximately 12 million people aged 65 and above, of whom 1.6 million are aged over 85 years. Ageing should be viewed positively and people's experience is very individual based on a range of different determinants as is the case through their lives. It is often inequalities within these determinants linked to specific characteristics (such as ethnicity, sexuality or disability) or social exclusion (for example those seeking asylum or experiencing homelessness) which are linked to people being more at risk. These risks can lead to declining health, not accessing the right help when they need it, abuse, isolation and loneliness, as well as low levels of resilience, confidence, and aspiration. An ageing population means an ageing workforce and issues as to how care and health can be funded. It is striking that 1.4 million older people in the UK do not have access to the care and support they need ([Later Life projections Age UK 2019](#)).

In the next 20 years, the number of individuals aged 65+ living independently will increase. The number of people aged 85+ living with complex care needs is projected to increase and these individuals will have higher levels of dependency,

dementia, and comorbidity ([Kingston, Comas-Herrera & Jagger 2018](#)). As older adults become frail they will be less able to cope and recover from accidents, physical illness, or other stressful events ([NHS 2019](#)). This means as the population ages and people's care needs become more complex, the need for both informal and formal social care services will intensify (Kelly & Kenny, 2018). Couple this with increasing gaps in personal wealth as over 10 million people in UK can expect inadequate retirement incomes. People's desire to stay living independently in their own homes for as long as they can will demand flexible affordable solutions ([Later Life projections Age UK 2019](#)).



Octavia's resident population is diverse and ageing along, as is the wider population in the areas in which we work. We are also aware that across our housing there is a number of adults and children with care and support needs in need of accessible housing, care, or support.

The economic and social impact of the pandemic has been the biggest health emergency the world has faced in over a generation. The systematic differences in health between diverse groups are influenced by a wide range of factors such as income, housing, environment, transport, education, and work. The disproportionate impact on some groups of society has laid bare pre-existing inequalities with the worse health outcomes occurring when people have limited access to health and social care, experience poorer-quality care and practice more risky health-related behaviours ([Health Inequalities Kings Fund 2021](#)). Addressing the economic and social impact on our ageing and vulnerable residents and those living in the community must be a priority.

The Health and Social Care Act 2021 recognises the need for the NHS to deliver joined-up support for growing numbers of older people and people living with long-term conditions rather than treatment of episodic acute illness. As a result, the NHS and its partners need to work differently by providing more care in people's homes and the community and breaking down barriers between services. Integrated Care Systems (ICS) are the latest in several initiatives aiming to address this by integrating care across local areas and a chance to play a key role in a more integrated health and care planning system. These systems will provide a new opportunity to work with the NHS alongside local authorities and other partners to address social and economic determinants of health such as their homes, financial resources, opportunities for education and employment, access to public services, and the environments in which they live.

The case for collaborative working in the health and care system has been strengthened by the experience of the Covid-19 pandemic, as the response has rested on different parts of the system working together to address the public health emergency, enabling continued provision of essential services and to support people to remain well in their homes and their communities ([ICSs Kings Fund 2021](#)).



Where are we now

Our care and support services work across the spectrum of the needs we find in our housing, from enabling residents and their families with support or care needs to live independently at home, providing a community hub at the Reed for young and old to participate in activities and connect, delivering supported and sheltered housing with enhanced housing services in partnership with support providers for people with a diverse range of needs and Extra Care housing and reablement services dedicated to older people with increasingly complex care and support needs.



Underpinning these services is a belief that building and retaining the trust of those we work with over time is fundamental to delivering our aim to support and, if needed, care for individuals in multiple, changing ways over a sustained period.

Over the course of the Best Care strategy (2017-21) Octavia delivered 3,369 hours of care/week to extra care residents, supported 418 residents to sustain their tenancies, adapted 599 homes so residents could remain independent. We supported 1,300 new people via day care, outreach, befriending and activities and relet 137 supported housing units. All our CQC (Care Quality Commission) regulated services were rated at least 'good' with two awarded an outstanding feature for responsiveness. Our customers rated our care and support services highly with a satisfaction rating of 94% (2021). Octavia sold its first three shared ownership units in extra care providing greater choice and launched three remodelled reablement step down (from hospital) units in an existing scheme in partnership with the Local Authority.

The Pandemic had a significant impact during this period with care and support staff working hard to maintain essential services despite seeing a significant increase in labour shortages. Octavia benefited from being an early adopter of the London Living Wage and maintaining good quality regular learning and development for care and support staff. However, with a significant national increase in care roles to 1.7m and an estimated 105k vacancies advertised on an average day within the sector in 2021 ([Skills for care](#)), it will be a real challenge to attract new staff who want greater flexibility and this is something we're seeking to address. At 14%, Octavia's turnover rate is much better than the sector average (38%), though with a number of vacancies there is still a reliance on third party agencies to supply good quality workers.

Our care and support staff became a lifeline for the people they worked with as loved ones could not visit face to face or those already struggling with isolation became even more cut off. The role of staff became even more important enabling the individuals they worked with to have their voices heard, as our staff cared for people through serious illness, mental health difficulties and end of life as other health and social care systems diverted resources into dealing with Covid. Octavia invested in support and development programmes in end of life ([Better Lives, Better Endings 2021](#)) and mental health to help staff provide the best response they could in these unprecedented times. The pandemic showed us the impact of more listening time for those we work with, personalised and group activities that meet people's needs which are offered at The Reed, and through our tenancy support and Better Lives for Older People projects ([Better Lives for Older people 2021](#)). The need to utilise technology showed us where investment was really needed to better enable digital communication and participation, with our Digital Care programme commencing in 2021 to impact in 2022.



An exemplar in Housing, Care and Support – where we want to be in 2025

Octavia is viewed as an exemplar housing with support or care provider, enabling people with care or support needs to thrive in their home, live well and as independently as they can, and have opportunities to connect with others.

Octavia will work with a diverse range of people with housing, support or care needs that live within the neighbourhoods in which we work. We will seek to understand their needs and work within them to plan how to address them through a holistic inclusive approach and in partnership with others. We will build capacity within individuals, enabling them to feel more confident, resilient, safer, less lonely, that they belong and are able to live as independently as they can, connect with others and live well. We will raise awareness of opportunities, enabling people to access them, maintaining or building back their skills, so they achieve the outcomes they want.



How will we get there

As 'One Octavia' we will work together to **enable people with housing, care or support needs to thrive in their home, live well and as independently as they can, and have opportunities to connect with others.**

We will:

1. Tackle inequality – Anticipate and respond to changing needs in Health, Social Care, and the external environment to capitalize on opportunities to tackle housing and health inequalities. We will:

- Promote the efficacy of our preventative, reablement and care services in tackling health inequalities, exacerbated by the pandemic, through integrated working with housing, health and Adult Social Care.
- Optimise the use of our provision and develop sustainable and inclusive models of delivery to meet individuals changing needs (e.g. maximise use of step-down units and accessible community space) and reflect local diversity in close partnership with social care and a diverse mix of community organisations.
- Provide a responsive, inclusive and integrated housing solution and support service across all tenures to tackle housing, health and financial inequalities and the underlying causes.

2. Optimise our impact – Our care and support provision is fit for purpose now and for the future, attractive, well maintained, sustainable and we are proud of every building. We will:

- Ensure our buildings and assets (furniture, equipment and vehicles) are secure, safe, accessible and energy efficient by undertaking regular audit, planning and action so our residents thrive at home.
- Review the 2017-18 stock survey, remodel or divest in schemes where appropriate and feasible, underpinned by the right support model and sustainable funding.
- Invest in and develop the Reed Centre as an attractive and well-known HUB for local people to come together.
- Work with our partners to develop successful integration between housing and health by: Embedding housing and support expertise in multi-disciplinary teams, defining a shared approach to quality, and developing housing options for those with complex needs that enable them to step-down from hospital, nursing or residential homes to live more independently.



Our approach will be:

3. People-centred – Providing opportunities and clear pathways for people to reach their full potential. We will:

- Attract, retain and grow the right staff and volunteers, and develop clear pathways for learning and progression so to reflect our customers and communities. We will review the feasibility of launching our own internal care staff agency to attract workers to work more flexibly within Octavia.
- Reach into our local communities and use flexible channels to find the right talent and new pools of workers by partnering with local colleges, community projects and faith groups.
- Ensure our residents feel safe and supported throughout their life journey by focusing on relationships and not tasks.

4. Modern and Engaging – Making best use of technology to be more efficient, environmentally friendly, competitive and support service quality. We will:

- Deliver our digital care project to ensure good WIFI at all schemes, provide mobile devices to support on-the-job service delivery, and support smart support and care planning and delivery.
- Support customers to use online services (e.g. web portal), and optimise use of technology to stay in touch with friends and family and participate in activities to enhance their everyday life.
- Ensure we have the right technology, processes and plans in place to maintain business resilience.



We will continue to:

5. Build our legacy – Growing and co-designing the service based on what customers tell us they want and on evidenced need, and where Octavia is best placed to provide the service. We will:

- Strengthen the customer voice, listen to what customers tell us so we target our support in the neighborhoods in which we work.
- Secure and develop extra care to be exemplary, opening a new scheme in Harrow and reviewing existing services to meet customer needs.
- Review support and day care services to ensure they offer value for money, maximizing grant and fundraising income, so they remain affordable and sustainable.
- Develop ways in which integrated care systems and their partners can better integrate health, housing and housing related support services.

Impact Measures

- Social Return on Investment Ratio (overall for all services combined and by each service)
- Service User satisfaction with service overall and by key components of service (overall for all services combined and by each service)
- Net promoter score (overall for all services combined and by each service)
- CQC Inspection ratings (Care)
- Operating Margin for Care and Support (*requires precise definition and like for like comparison*)
- People feel they are taking care of themselves and their homes better (Care)
- People have improved physical health 12 months after moving in – lifestyle, diet, mobility, taking medication, managing long term conditions (Care)
- People have more opportunities to connect and feel less lonely (Care and Support)
- Homes are well looked after and ‘fit for purpose’ (Care and Support)
- Communal areas are well used and empower communities (Care and Support)

Activity Measures

- Number of people using Care and Support (all and by each service)
- Number of Care hours delivered (Care)
- % support and care plans up to date (Care and Support)
- Number of hospital admissions and average stay (Care)
- Number of paramedic calls (Care)
- Number of incidents and accidents (Care and Support)
- Number of Safeguarding reports (Care and Support)
- Number of complaints received (Care and Support)
- Number of staff vacancies (Care and Support)
- Vacancy/sickness cost of replacement staff (Care)
- % turnover (Care and Support)
- Mandatory training delivered (Care)

Impact assessment

The aim of our services is to be inclusive and represent the local populations in which we work and through sustained growth and longer relationships we will reach more people with greater impact.

We want to attract more men and younger people into working in the care and support sector to meet the needs of individuals we work with.

We want to attract people to work in care and support that fully represent the local communities in which we work to ensure we are an attractive offer to those communities who trust we understand and can meet their needs.

We want to ensure that people who are known to experience greater health inequalities due to their ethnicity, sexuality or disability or have experienced social exclusion (e.g. those seeking asylum or experiencing homelessness) feel welcomed and supported as residents living in Octavia supported housing and Extra Care schemes and attending day care.

Given the focus on inclusiveness we will regularly monitor, review and address under-representation to ensure we are reaching all those in need.





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