

The Impact of Person-Directed Care at Metlifecare - Application of the Eden Alternative

An Interim Report

By

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Executive Summary

Metlifecare and Massey University's School of Social Work commenced a research collaboration in May 2015. Entitled "The impact of person-directed care at Metlifecare: Application of the Eden Alternative™" this Report is an interim report on the research to date. The first part of this Report examines the data from a series of questionnaires given to residents, family and staff. The second part of this Report covers interviews with Metlifecare staff on leadership.

The research with residents, families and staff has two purposes. The first purpose is to assess the impact of implementation of the Eden Alternative™ on levels of residents' health and wellbeing, quality of life, loneliness, life satisfaction and life engagement. The second purpose is to assess how the implementation of the Eden Alternative™ may facilitate cultural change in the long-term care aged homes, while also improving working conditions for staff.

To achieve these goals, a quasi-experimental design was used to answer the following questions:

1. Are there differences in levels of health and wellbeing, quality of life, loneliness, life satisfaction and life engagement between individuals who are residing in Metlifecare at Crestwood facility using the Eden Alternative and those residing in Pakuranga facility using a standard nursing model?
2. Are there differences in levels of satisfaction on providing care and receiving management support among employees at Metlifecare between Crestwood and Pakuranga facilities?

From May to December 2015, Metlifecare provided the following sets of data for preliminary analyses:

Data collected in May 2015

- Warmth Survey – Long-term Care Resident Satisfaction and overall satisfaction
- Warmth Survey – Family Satisfaction
- Warmth Survey – Employee Satisfaction

Data collected in July 2015

- Quality of Life (QOL) Survey – Long-term Care Residents Satisfaction
- QOL Survey – Village Resident Satisfaction

Data collected in Sept 2015

- Leadership interviews

Data collected in Oct 2015

- QOL Survey – Long-term Care Residents Satisfaction
- Warmth Survey – Family Satisfaction

Data collected in Dec 2015

- QOL Survey – Village Resident Satisfaction
- Resident and family member interviews

The second part of this Report presents the findings from interviews with key management and leadership staff.

Part 1 – Overview of Survey Results and Interviews from Residents and Families

- Overall, care residents from Crestwood (CWD) who responded to the Warmth Survey in May, QOL surveys in July and Oct reported a fairly high satisfaction of their perceptions of staff, service quality, and different aspects of quality of life when compared with residents responded from Pakuranga (PAK). In general, care residents from Crestwood did not report they experienced much in “boredom”, “loneliness” and “helplessness”. When compared the QOL survey results from CWD between data collected in July and Oct, the Oct data seemed to indicate some slight drops of satisfaction in some areas, such as some items in QOL – Privacy and Relationship; recommendation of the facility to others, these may be due to structural, health care and/or environmental factors that may have happened in CWD at time of the survey. Otherwise, care residents from Crestwood continued reporting over 85% of overall satisfaction of where they are living.
- Both Family Satisfaction surveys conducted in May and Oct indicated that families were very satisfied with Crestwood services provided for their family members. Both May and Oct data reported 100% from the families on the overall satisfaction on “In general, I am satisfied with the home”.
- Staff who responded to the Staff Satisfaction survey at CWD tended to score higher in most items relating to the positive aspects and growth potential in their work area when compared with those from PAK. CWD staff particularly valued their work having meaning and purpose and that their manager knows their names as these two items scored 100% satisfaction. They also scored highly on items relating to their team work, working conditions and expectation of them.
- There were some mixed responses from Village residents in CWD and PAK, with some items PAK scored higher than in CWD. Both village residents did not seem to report highly on experiencing “boredom”, “loneliness” and “helplessness”.
- Interviews were conducted with care home residents, their family members and village residents in CWD. Overall, all participants have very positive comments and feedback on caring practice delivered by staff members. Coming to terms with ageing and living with other older people are ways for residents to accept of who they are and where they are in terms of settling in their environment. Having pets around was considered a positive aspect in living in CWD.

1.0 Overview of the Warmth Survey Results Collected in May 2015

The Eden Warmth Surveys were developed to measure the levels of optimism, trust and generosity across an organisation (<http://www.edenalt.org/resources/warmth-surveys/>). There are three versions of Eden Warmth Surveys, which can be completed annually by families, residents and staff care providers. The EWS-R consists of twenty statements rated by care home residents in five domains – questions are based on the categories of generosity, trust, optimism as well as pessimism and cynicism on a Likert scale as follows: 1=strongly disagree, 2= disagree, 3=neutral, 4=agree, and 5=strongly agree.

1.1 Warmth Survey – Residents

- Survey responses: 20 residents from Crestwood and 15 residents from Pakuranga
- Of the 16 items relating to the positive aspects of living in the facilities, scores of agreement to satisfaction reported by residents at Crestwood were all higher than those at Pakuranga.
- Crestwood: Items relating to “Care Practices” received 80% and over from resident’s agreement on satisfaction. Items relating to “Trust and Connectedness with Others” received between 65 and 75% from residents on their agreement on satisfaction.
- Pakuranga: Item on “The administration staff know my name” scored the highest agreement of satisfaction (73.3%), followed by “I trust staff to advocate on my behalf” (66.7%).
- Neither facility scored highly on residents’ perception on being “bored”, “lonely” and “helpless”.
- While 95% of Crestwood residents were fairly satisfied with “Metlifecare’s understanding of the needs of older people”, only 40% counted in Pakuranga residents.
- Pakuranga residents reported 100% fairly satisfied with “The manner in which your rights are met and respected overall” in the facility (90% from Crestwood residents).
- Meal satisfaction scored the second lowest in Pakuranga residents (60%) when compared to Crestwood residents of 90%.
- See Table 1 and 2 for more information.

1.2 Warmth Survey – Family Satisfaction

- Survey responses: 16 families from Crestwood and 15 families from Pakuranga
- Both facilities scored 100% agreement on family satisfaction on two items: “The residents who live here are safe in the environment” and “I am comfortable bringing my concerns to a staff member”.
- Crestwood reported 100% agreement on family satisfaction on nine items relating to the environment of the facility and care practices undertaken and exhibited by staff members
- Crestwood reported lower agreement on family satisfaction on “Residents’ room look much like a room in someone’s home” (25.1%) compared to Pakuranga residents’ responses (80%).
- Both facilities did not score high on family’s perceptions on their family members being “bored”, “lonely” and “helpless”.
- Crestwood reported 100% overall family satisfaction with the home while 93.4% from Pakuranga.
- See Table 3 for more information.

1.3 Warmth Survey – Employee Satisfaction

- Survey responses: 17 employees from Crestwood and 17 employees from Pakuranga
- In terms of positive aspects and growth potential, employees from Crestwood in general scored higher in their agreement of satisfaction in most of the items except two items when compared to Pakuranga: “Management actively encourages cooperation and teamwork” (76.3 vs. 82.4) and “There is opportunity to advance here” (64.7 vs. 70.6).
- Employees from Crestwood rated 100% agreement on satisfaction in two items: “My work has meaning and purpose” and “The manager knows my name”. They also rated more than 90% on “I am an important part of the care team” (94.1%) and “I enjoy helping my team members” (94.1%).
- See Table 4 for more information
- In terms of concerns, constraints and negative perceptions, employees from Crestwood scored the two highest agreements on “I have to follow procedures that prevent me from doing my job well” (70.6%) and “If you start doing favours for people, they will just walk all over you” (58.8%). On the other hand, employees from Pakuranga scored the two highest agreements on “I regularly hear co-worker making negative remarks about their employees” (64.7%) and “I don’t blame anyone for trying to grab all he/she can get in this world” (64.7%).
- See Table 5 for more information

2.0 Overview of the Quality of Life Results Collected in July 2015

The Quality of Life survey consists of 11 sections, ranging from Flourishing Scale, Geriatric Depression Scale, Loneliness Scale, six constructs of QOL, overall satisfaction and overall recommendation.

2.1 QOL Survey – Residents

- Survey responses: 17 residents from Crestwood and 22 residents from Pakuranga
- The flourishing scale is to measure the respondent's self-perceived success in important areas such as relationship, self-esteem, purpose and optimism. Crestwood residents scored 70% or more agreement on satisfaction on three items: "People respect me" (82.3%), "I am a good person and live a good life" (76.4%) and "My social relationships are supportive and rewarding" (70.6%). Pakuranga residents scored only two items with 70% or more: "I am a good person and live a good life" (72.7%) and "My social relationships are supporting and rewarding" (70.6%). Pakuranga residents had the lowest agreement on satisfaction on "I am optimistic about my future" (22.7%).
- While both facilities scored over 70% of agreement on satisfaction on "I feel happy most of the time" and "I am in good spirits most of the time". Crestwood residents also scored over 70% agreement on satisfaction on "I often feel bored" (70.6%) when compared to 31.8% from Pakuranga residents. Both facilities received low scores on "helpless" and "lonely".
- In terms of loneliness, Crestwood residents reported lower perception on feeling lonely when compared to Pakuranga residents.
- See Table 6 for more information
- QOL – Comfort: Residents at both facilities reported over 75% of satisfaction with "Get a good night's sleep" with Crestwood residents reporting less frequency in physical pain, coldness, being sores and bothered by noise in either room or other parts of the facility
- QOL – Functional Component: Crestwood residents reported more satisfaction on their functional component (76.5% to 94.1%) when compared to Pakuranga residents (54.6% to 77.2%)
- QOL – Privacy: Crestwood residents reported more satisfaction on their privacy being respected (58.8% to 88.2%) when compared to Pakuranga residents (31.8% to 68.2%).
- QOL – Dignity: Crestwood residents reported more satisfaction on their dignity being upheld (82.3% to 100.0%) when compared to Pakuranga residents (63.6% to 81.8%). Crestwood residents gave two items 100% satisfaction: "Treated with respect" and "Being handled gently while receiving care".
- QOL – Meaningful Activities: Both facilities received the highest scores on "A chance to go outdoors" (CWD=82.3%; PAK=59.1%) and "Enjoy the organised activities here at the care facility" (CWD=76.5%; PAK=59.1%). Both facilities did not score high on residents' perception on "The days here seem too long to you" (CWD=17.6%; PAK=18.2%).
- QOL – Relationship: Crestwood residents scored 100% satisfaction on "This facility tries to make this an easy and pleasant place for families and friends of residents to visit" while only 68.2% from Pakuranga. Less than 50% of residents from both facilities reported often or always "considering the staff member to be their friend".

- In general, Crestwood residents scored over 80% of satisfaction on “conditions of the current living place” (88.2%) and “satisfaction of life as a whole these days” (82.3%) while only 62.8% and 77.2% respectively for Pakuranga residents.
- 88.2% of Crestwood residents would recommend Crestwood to others while 68.2% of Pakuranga would do so.
- See Table 7 for more information

2.2 QOL Survey – Village Residents

- Survey responses: 103 village residents from Crestwood and 60 residents from Pakuranga
- Overall, Crestwood Village residents scored better in the Flourishing scale (60.2% to 85.4%) when compared to Pakuranga Village residents (55.0% to 75.0%) except on one item where Pakuranga scored slightly better on the agreement of satisfaction: “I actively contribute to the happiness and wellbeing other others” (CWD=56.3%; PAK=63.4%).
- Both Villages scored over 75% of agreement of satisfaction in “good spirits most of the time”, “happy most of the time” and “wonderful to be alive now”. Both Villages also did not score high on “feeling bored”, “feeling lonely”, “more problems with memory than most” and “feeling helpless”.
- Both Villages did not score high on residents’ perceptions on feeling “lonely”.
- See Table 8 for more information
- QOL – Comfort: Both Villages scored reasonably high on their satisfaction with “a good night sleep” (CWD=79.6%; PAK=73.3%) and were not too bothered by noises in living space or other parts of the village.
- QOL – Privacy: Both Villages rated over 90% of satisfaction of being given privacy, with Pakuranga scored slightly higher (CWD=93.2%; PAK=96.7%).
- QOL – Dignity: Both Villages score over 90% satisfaction in the area of dignity with 100% satisfaction on being treated politely reported from Pakuranga Village residents.
- QOL – Meaningful Activities: over 60% of the residents from both Villages engaged with giving helps to others while more residents at Pakuranga reported enjoying more with the organised activities at the village (60%) when compared with Crestwood (47.7%). Less was reported from both Villages of residents feeling “the days seem too long”.
- QOL – Relationship: Pakuranga Village residents reported higher in “This Village tries to make this an easy and pleasant place for families and friends of residents to visit” (78.3%), “Easy to make friends at this village” (76.6%) and “Consider any of the residents here as close friend” (55%) when compared with Crestwood Village residents (70.9%; 57.3%; 38.8%).
- Overall, Crestwood Village residents scored slightly higher in their overall satisfaction on “living place” (CWD=88.3%; PAK=86.6%), “your life as a whole these days” (CWD=85.4%; PAK=81.6%) and “quality of life” (CWD=83.5%; PAK=81.6%).
- 80% or more of the residents at both Villages reported they would mostly recommend the care facility to others (CWD=81.6%; PAK=80%).
- See Table 9 for more information

3.0 Overview of the Quality of Life Survey and Warmth Survey (Family) Results Collected in Oct 2015

3.1 QOL Survey – Residents (second round)

- Survey responses: 21 residents from Crestwood and 8 residents from Pakuranga
- Crestwood residents only scored higher in half of the Flourishing Scale when compared with Pakuranga. One item “People respect me” scored 100% agreement on satisfaction, followed by “I am a good person and live a good life” (90.5%). Pakuranga scored better in three of the items “I am competent and capable in the activities that are important to me” (87.5%), “My social relationships are supportive and rewarding” (87.5%) and “I actively contribute to the happiness and wellbeing of others” (87.5%).
- Crestwood only scored 95.2% agreement of satisfaction in “I feel happy most of the time” while Pakuranga received 100%. Pakuranga also scored better in two items “I think it is wonderful to be alive now” (75%) and “I feel full of energy” (50%). However, it was interesting to see that half of the respondents in Pakuranga also reported “feeling helpless”. Crestwood had less than 5% residents reported feeling “lonely”, “more problems with memory than most” and “helpless”.
- No resident in Crestwood reported feeling lonely at all while between 12.5% and 37.5% at Pakuranga reported feeling some level of loneliness.
- See Table 10 for more information
- QOL – Comfort: More residents in Pakuranga reported having more good nights sleep than in Crestwood (CWD=66.7%; PAK=87.5%). Low scores were recorded from both facilities on experiencing “physical pain”, “noise”, “coldness”, and “soreness”.
- QOL – Functional Component: Both facilities scored reasonably high on agreement of satisfaction when it comes to residents’ ability in functional component. Crestwood scored four items over 80% while Pakuranga only had one over 80%.
- QOL – Privacy: Both Villages scored 70% of agreement of satisfaction or above on three items. One item on “when you have a visitor, can you find a place to visit in private” both scored between 50% and 61.9%). However, both Villages scored rather low on “Can you be together in private with another resident?” (CWD=28.6%; PAK=25.0%).
- QOL – Dignity: Crestwood residents’ scores on items relating to dignity were in general higher than Pakuranga residents. Only 62.5% of agreement of satisfaction was sought from Pakuranga residents on “Staff take time to listen to you when have something to say” when compared to 85.7% from Crestwood.
- QOL – Meaningful Activities: Crestwood residents scored higher in three of the items relating to activity participation. Only one resident in Pakuranga (12.5%) indicated that there were often or always “enjoyable things to do at the care facility during the weekend” as opposed to 61.9% from Pakuranga residents. It is also interesting to note that half of the Pakuranga residents in the survey reported often or always feeling “the day here seem too long” when compared to only 4.8% from Crestwood.
- QOL – Relationship: Pakuranga residents reported higher scores in relationship items than Crestwood, particularly with two items scored over 70%: “This facility tries to make this an easy and pleasant place for families and friends of residents to visit” (CWD=66.6%; PAK=87.5%) and

“Have people who worked here stopped just to have friendly conversation with you?”
(CWD=52.3%; PAK=75.0%).

- In terms of overall satisfaction, Crestwood residents scored over 85% in the three items while Pakuranga residents scored two items over 85% and one item “satisfied with the conditions of our current living place” at 75%.
- 100% Pakuranga residents reported they would mostly recommend the care facility to others while only just over half of the Crestwood respondents would.
- See Table 11 for more information

3.2 Warmth Survey – Family Satisfaction (second round)

- Survey responses: 17 residents from Crestwood and none from Pakuranga
- Families scored 100% agreement of satisfaction on “The staff care about residents”; “My family member is treated with dignity and respect” and “Staff members take time to talk and listen to the residents”.
- 13 items received 94.1% agreement of satisfaction while 12 items received 88.2%.
- Only just over half of the families agreed that “My family member has choice about his/her daily schedule”.
- Low scores were reported from families of their family members experiencing “loneliness”, “boredom” and “helplessness”.
- 100% of the families surveyed reported overall “satisfaction with the home”, “satisfaction with the way staff treat their family member” and “would recommend this facility to others”.
- See Table 12 for more information

4.0 Overview of the Quality of Life Survey – Village Residents Results Collected in Dec 2015

4.1 QOL Survey – Village Residents (second round)

- Survey responses: 91 village residents from Crestwood and 60 residents from Pakuranga
- Crestwood Village residents in general scored higher in the Flourishing Scale except two items “I am a good person and live a good life” (CWD=74.7%; PAK=83.3%) and “I am optimistic about my future” (CWD=51.6%; PAK=66.7%).
- Both Villages’ residents scored over 80% in “I feel happy most of the time” while Pakuranga scored 90% in “I am in good spirits most of the time”. However, only 67% in Crestwood indicated “I think it is wonderful to be alive now” when compared to Pakuranga at 85%. Over 10% of Crestwood Village respondents indicated that “I feel I have more problems with memory than most”, “I often feel helpless”, and “I often bored” which were slightly higher than Pakuranga.
- Low scores were obtained from both Villages’ residents on their perception of being “lonely”.
- See Table 13 for more information
- QOL – Comfort: Over 75% of Crestwood Village residents reported “get a good night sleep here” while only just over half from Pakuranga. The majority of Village residents from both facilities did not feel bothered by noise.

- QOL – Privacy: Both Village facilities received high scores on their privacy being respected (CWD=94.5%; PAK=95%).
- QOL – Dignity: Pakuranga Village residents reported 100% satisfaction on being “treated politely” and “treated with respect”. In general, Pakuranga Village residents scored the highest in terms of their satisfaction of their dignity being upheld.
- QOL – Meaningful Activities: Over 55% of the Village residents from both facilities indicated that “they give help to others”. 70% of Pakuranga Village residents reported “enjoy the organised activities here at the village” compared to only 47.3% from Crestwood. 35% of Pakuranga Village residents felt “the days here seem to long” when compared with only 4.4% from Crestwood.
- QOL – Relationship: Pakuranga Village residents score better in the four items than those at Crestwood with 88% reported agreement of satisfaction on “the Village tries to make this an easy and pleasant place for families and friends of residents to visit” and 76.6% on “easy to make friends at this village”.
- Overall, both Villages’ residents scored 85% or above in their satisfaction “with the conditions of their current living place”. Pakuranga Village residents scored better on “quality of life” (86.7%) and “satisfaction with their life as a whole these days” (85%) when compared to Crestwood (76.9%; 73.6%). 85% of Pakuranga Village residents would recommend the care facility to other while only 78% of Crestwood would.
- See Table 14 for more information

5.0 Comparison of the Quality of Life Survey Collected from CWD in July and Oct 2015

5.1 Survey responses:

- CWD July: 17 responses
- CWD Oct: 21 responses
- Flourishing Scale: all items have improved, except “I am optimistic about my future” where there was a drop from 52.9% to 38.1%.
- There were significant drops in items relating to residents feeling “helpless”, “lonely” and “more problems with memory than most”. However, there was an increase in residents feeling “bored” from 70.6% recorded in July to 90.5% in Oct. In addition, less residents in Oct viewed “it is wonderful to be alive now” (9.5%) when compared to 70.6% recorded in July.
- No residents in Oct reported experiencing much “loneliness”.
- See Table 15 for more information

5.2 Quality of Life

- QOL – Comfort: Only a slight drop from Oct response on “getting a good night sleep” (76.5% to 66.7%). Otherwise, residents from Oct survey reported less “physical pain”, “coldness” and “bothered by noise”.
- QOL – Functional Component: Compared to July responses, the Oct responses indicated that there were minor drops in residents’ views on their ability to get around in the facility.
- QOL – Privacy: Compared to July responses, the Oct responses indicated that there were some drops in residents’ views on having their privacy respected. The biggest drop was on item “Can you be together in private with another resident?” (July=58.8%; Oct=28.6%).
- QOL – Dignity: While there were minor drops in the Oct responses, all items still scored between 85.7% and 95.3% in terms of residents’ view on their agreement of satisfaction of their dignity being upheld and acknowledged.
- QOL – Meaningful Activities: Some level of increase in activity participation in Oct responses. Only 4.8% (Oct) when compared to 17.6% (July) reported “the days here seem too long to you”.
- QOL – Relationship: There were two substantial drops in: “this facility tries to make this an easy and pleasant place for families and friends of residents to visit” between July (100%) and Oct (66.6%) responses; and “Do you consider your staff member to be your friend?” from July (47%) to Oct (9.5%). All other items were also scored lower in Oct responses.
- While there were drops in items from the Oct responses, there were some slight increases in the overall satisfaction in “current living place”, “life as a whole these days” and “overall quality of life”.
- Compared to the July response where over 85% of the residents would recommend the care facility to others, only just over half (52.4%) would have the recommendation in the Oct response.
- See Table 16 for more information

6.0 Comparison of the Warmth Survey – Family Satisfaction Collected from CWD in May and Oct 2015

6.1 Survey responses:

- CWD May: 16 responses
- CWD Oct: 17 responses
- Compared to the May responses, there were some slight drops in some areas for the family satisfaction survey, particularly in “I believe this is an abuse-free environment” dropped from 100% to 88.2% on agreement.
- There was a substantial increase in “Residents’ room look much like a room in someone’s home” rising from 25.1% in May to 82.3% in Oct.
- Oct responses on families’ perceptions on residents experiencing “loneliness”, “helplessness” and “boredom” were dropped as well.
- Both May and Oct responses on overall satisfaction continued to maintain at 100%.
- See Table 17 for more information

7.0 Summary of Residents’ and Families’ Interview Collected in November 2015

7.1 Interview responses:

- 2 CWD care home residents
- 2 CWD care home residents’ family members
- 1 CWD serviced apartment resident’s family member
- 2 CWD independent unit residents’ family members
- 6 CWD village residents
- All participants have very positive comments and feedback on staff being caring and respectful.
- Both residents and village residents comments on there are plenty of activities to do and it’s up to them to make decision on what and when to participate and how they make their lives worthwhile in the facility.
- Family members also commented on the amount of social activities available.
- All residents and village residents felt they have settled reasonably well living in the facility but many have mentioned that they needed to accept where and who they are (getting old/ageing and/or need assistance) and there are no other place to go.
- Home care residents tended to judge their ability to engage in activities while village residents would base on their preferences.
- No major improvement of the facility was noted among the interviewees but one home care resident and one village resident did indicate the need to make new residents or potential future residents aware of their financial commitment in living in a facility.
- Having pets around the care home, service apartment, independent unit or village seem to have positive effect and was perceived as a good therapeutic tool.
- Table 18 provides a brief summary of the interviews’ comments

A further round of surveys will take place in the first half of 2016 which will allow comparisons.

Part 2 – Overview of the Leadership Interviews

The following is a summary of the findings of the surveys and interview data collected between May and December 2015.

1.0 Background

Leadership interviews have been completed with the following fourteen personnel as part of the Eden Alternative pilot at Crestwood.

Management staff: Chief Executive Officer, GM Operations, GM Marketing, Learning and Development Manager, Change/Project Lead, Village Manager,

Professional Staff: Clinical Nursing Director, Nurse Manager, Registered Nurse, Enrolled Nurse, Homecare Coordinator,

Support Services Staff: Sales Executive, Kitchen Manager, and Head Gardener.

The interview schedule was developed jointly with Massey University and the interviews completed and recorded by Metlifecare staff between 17 September and 16 October 2015.

2.1 Leadership Questionnaire

Three clusters of questions were asked regarding the participants' perceptions and experiences: (1) of general leadership (2) of Eden specific leadership, and (3) their self-perception in a leadership role

General Leadership:

1. What roles do you consider that leaders play?
2. What do you expect an effective leader to do?
3. What do you consider to be the nature of the relationship between a leader and other staff?

Eden specific

1. How do you see your role as a leader on the Eden Alternative journey?
2. What do you think are the key skills for leading change?
3. Reflect back on how you felt before Eden training. What did you feel then? How do you feel now?
4. What could we have done to help you better before the Eden training?

Self- perception

1. What do you see as your main responsibility as a leader?
2. What are the key challenges in your role as a leader? For example, what makes it hard to make decisions?
3. What do you see as your strengths? And as areas that are challenging?
4. What do you consider as your best achievements in your role as a leader?
5. What support do you look for from your leader?

Following qualitative analysis processes outlined by Babbie (2013)¹ and Pope, Ziebland and Mays (2000)²:

- responses to the open-ended questions were transcribed and collated under the question headings.
- a thematic index was developed
- the index was then applied to the transcripts
- charts were developed to mapped the range and nature of the data
- associations between themes were identified

2.2 Initial Findings

Initial findings are presented relating to (1) general leadership (2) Eden specific leadership, and (3) self-perception in a leadership role.

2.2.1 General leadership

1. What roles do you consider that leaders play?
 - Management staff placed emphasis upon acting as a role model, and providing vision and direction. Mention was made of Wise Leadership and the importance of this for the Eden Alternative.
 - The professional staff expected a leader to lead by example, to be inclusive of team members, provide vision regarding change, and to implement company policy.
 - The support staff noted the importance of recognising staff, providing support, acting decisively, and as having influence on the organisation.
2. What do you expect an effective leader to do?
 - Management staff identified the importance of relationship behaviours e.g. communicating, listening and providing constructive feedback. The importance of empowering staff to achieve the organisational vision was also emphasised.
 - The professional staff emphasised the importance of developing effective, empowering relationships with staff. The leader should also engage staff through their enthusiasm.
 - For the support staff the leader should appreciate, motivate and inspire staff. The importance of leading by example, providing direction and delegating were also noted.
3. What do you consider to be the nature of the relationship between a leader and other staff?
 - For management the relationship between leader and other staff should be based upon respect. Mention was also made of the importance of partnership with residents under the Eden alternative.

¹ Babbie, E. (2013). *The Practice of Social Research*. (13th ed.). Wadsworth:Cengage Learning.

² Pope, C., Ziebland, S. & Mays, N. (2000) Analysing Qualitative Data, *British Medical Journal*, 320: 114-124

- The professional staff identified the importance of staff having individual responsibility and recognising that all roles are important. The need for a leader to be decisive when required and to assume final responsibility was also noted.
- For support staff the recognition of the importance of all roles was also noted as was the distinction between roles. One participant made the observation that anyone can be a leader.

2.2.2 Eden specific leadership

1. How do you see your role as a leader on the Eden Alternative journey?
 - For management the key role is to ensure that the Eden Alternative is embraced and applied in practice. Mention was also made of the need to ensure that momentum is maintained in the face of ongoing business requirements.
 - The professional staff identified the importance of being proactive and supporting staff to make changes in their daily work. The congruence between the Eden Alternative and resident-directed care was noted.
 - The key role identified by support staff was to motivate and encourage staff.

2. What do you think are the key skills for leading change?
 - Management identified the following key skills: active listening; managing resistance; maintaining a focus on the vision and including both staff and residents. A sense of responsibility to support staff and provide direction was evident. Mention was also made of the need for leaders to be resilient.
 - The professional staff placed emphasis upon engaging staff in the change process through consultation and being open to feedback. It was noted that the views of those closest to the residents should be valued.
 - Support staff identified the importance of a leader influencing others, preparing people for change, and being open to change themselves.

3. Reflect back on how you felt before Eden training. What did you feel then? How do you feel now?
 - Some management expressed concern regarding their own capabilities and that staff would not be engaged before completing the Eden Alternative training. Post training there was an increase in confidence and a clear focus on the Eden Alternative as a positive development. Of note were comments that leading involves serving others and that leaders have a responsibility to ensure that the Eden Alternative is implemented for the benefit of residents.
 - Post training professional staff expressed a greater sense of alignment with the Eden Alternative. Comments included feeling a part of a team and enabling residents to have their ‘voice’ and being able to exercise choice.
 - Support staff noted feeling more included, stimulated and resident focused after the Eden Alternative training.

4. What could we have done to help you better before the Eden training?

- Management noted the desirability of completing the training earlier and having time to prepare. The comment was made that the training was at an ‘emotional’ level and the enthusiasm of the CEO was considered positive.
- Professional staff also identified the desirability of completing the training earlier and additional pre-training information would have been helpful. The emotional nature of the training was also noted.
- Support staff also noted the desirability of more information and notice of the training. The observation was made that there was a greater feeling of equality with new leaders who were prepared to share more and be involved with all staff.

2.2.3 Self-perception in leadership role

1. What do you see as your main responsibility as a leader?

- Management identified a key responsibility to support and encourage staff involved in the implementation of the Eden Alternative, this included ensuring adequate resourcing. Mention was made of managing external relationships with stakeholders.
- Professional staff emphasised a responsibility to create an environment in which staff feel secure and problems are anticipated. The role of leader was likened by one participant to be like that of a ‘conductor’ ‘not to do everything, but plan, execute, and manage everyone harmoniously’.
- Support staff shared a focus on supporting staff by demonstrating their commitment and delivering the Eden Alternative message.

2. What are the key challenges in your role as a leader? For example, what makes it hard to make decisions?

- For management key challenges concerned providing the resources required to implement the Eden Alternative and managing expectations. Mention was also made of time pressure and balancing short-term performance against long-term benefits. Different challenges were also identified dependent upon role in the organisation, for example, advisory roles in comparison with line management positions.
- The professional staff identified challenges associated with motivating and engaging staff. The importance of receiving support from management was also noted.
- Support staff identified adequate resourcing as a key challenge along with maintaining staff commitment to the Eden Alternative.

3. What do you see as your strengths? And as areas that are challenging?

- Management staff identified the following strengths: communication, empowering and developing team members, and ability to maintain the vision of the Eden Alternative. Challenges faces by management included: maintaining self-confidence and conflict resolution.
- Professional staff identified relationship and team management skills as key strengths. Challenges included: managing staff performance, time management, and stress-management.
- For the support staff strengths included: determination to succeed, being a team player, and creativity. Challenges included: managing staff resistance, communicating a vision, and remaining positive when feeling ‘put down’.

4. What do you consider as your best achievements in your role as a leader?

- Management identified the following achievements: an ability to influence and develop staff and teams; to develop commitment to the Eden Alternative and resident directed care; and providing residents a voice.
- Professional staff noted the importance of job satisfaction and facilitating staff to meet resident need. Providing support to their manager and achieving positive audit results were also identified. It was also considered important to enjoy work and to be prepared to ‘step out of [their own] comfort zone’.
- The support staff placed emphasis upon supporting staff who were resistant to changes associated with the Eden alternative. Developing a positive team culture was noted along with ensuring that the facility was ‘looking good’.

5. What support do you look for from your leader?

- Management looked for the following from a leader: provision of feedback; display of trust; to be given the opportunity to exercise autonomy and be involved in decisions; and to receive help when this is asked for.
- Professional staff identified the following expectations of support from a leader: to be provided help; to be allowed autonomy; to be given constructive feedback. Also a leader was expected to be honest, act with integrity, communicate, and offer vision.
- The support staff identified the following expectations of a leader: to provide inspiration and encouragement; to be understanding; to share responsibility; to act as a mentor; and to display honesty.

3.0 Summary observations

Observations are provided regarding (1) the participants’ construction of leadership, (2) the participant’s experience of leadership regarding the implementation of the Eden Alternative, and (3) possible directions regarding leadership

3.1 The participants’ construction of leadership

The participants’ responses evidence awareness of *transformational leadership*³ (providing vision and direction regarding the implementation of the Eden alternative) and *transactional leadership*⁴ (implementing organisational objectives and balancing change with the requirements of BAU). Key *characteristics* of leadership were identified (enthusiasm, motivation, respect, listening skills, resilience, honesty, and integrity) and the following *behaviours* of leaders were noted (role modelling; leading by example; provision of support and feedback; acting decisively; and mentoring). The nature of *the leader/follower relationship* was identified as being based upon the recognition and empowerment of staff, the leader’s ability to influence followers, and effective delegation.

3.2 Experience of leadership regarding the implementation of the Eden Alternative

The participants were positive regarding their experience of leadership regarding the implementation of the Eden Alternative, noting the importance of motivating and encouraging staff and preparing staff for

³ Transformational leadership is a process involving the mutual engagement of both leader and follower in a way which raises the motivation of both to pursue collective goals.

⁴ Transactional leadership is based upon exchange basis - followers receive rewards in return for compliance with organisational requirements.

change. There was also awareness of the responsibility of leaders to ensure that the Eden Alternative is implemented for the benefit of residents.

Post Eden Alternative training there was an increase in confidence, a greater sense of alignment, and a clear focus on the Eden Alternative as a positive development. The participants noted feeling more included, stimulated and resident focused after the Eden Alternative training. Of note were observations regarding the emotional nature of the training and a sense of engagement with new leaders who demonstrated commitment to the changes required.

Participants offered feedback regarding a need for pre-training preparation and the timing of the training. The issue of adequate resourcing of the Eden alternative was also noted.

3.3 Directions regarding leadership

A clear recognition of the importance of resident voice and engagement and congruence between the Eden Alternative and resident-directed care emerged from the participants' responses. This emerges as a key theme that should continue to be engaged.

The participants demonstrated confidence in their ability to empower and develop team members, and to maintain the vision of the Eden Alternative. These skills reflect positively on the participants' ability to continue to provide effective leadership.

Some challenges were also identified relating to maintaining self-confidence, managing staff performance, time management, and stress-management. Mechanisms such as supervision (both administrative and supportive dimensions) and mentoring are likely to be effective in ensuring the staff with leadership responsibility are able to discharge their roles effectively.

It is recommended that any follow-up interviews with the leadership group should focus upon (1) the issues and challenges associated with embedding the Eden Alternative, in particular how residents have been able to exercise choice, and (2) how the leaders have been able to address identified challenges and develop their leadership skills.

Appendices

Table 1. Resident Satisfaction: Warmth Survey – Residents for CWD (N = 20) and PAK (N = 15) (collected in May 2015)

	CWD Strongly Agree + Agree	PAK Strongly Agree + Agree
The administration staff know my name	19 (95)	11 (73.3)
Staff members are respectful of me	19 (95)	8 (53.3)
I feel safe	18 (90)	8 (53.3)
I am given privacy	18 (90)	9 (60)
The staff care about me	17 (85)	10 (66.7)
I trust staff to advocate on my behalf	17 (85)	8 (53.3)
My room looks much like a room in someone's home	17 (85)	5 (33.3)
I trust my doctor	16 (80)	9 (60)
I am comfortable bringing my concerns to a staff member	16 (80)	9 (60)
The staff are well-trained and know what they are doing	16 (80)	7 (46.7)
I enjoy my bathing time	16 (80)	9 (60)
I am allowed to participate in decision-making about my care and resident related activities within the home	15 (75)	9 (60)
I am content here	15 (75)	7 (46.7)
I can get up and go the bed when I choose	14 (70)	9 (60)
I can choose what I want to eat	13 (65)	8 (53.3)
Staff members take time to talk and listen to me	13 (65)	7 (46.7)
I rarely see my manager	4 (20)	6 (40)
I am bored	3 (15)	3 (20)
I am lonely	2 (10)	4 (26.7)
I feel helpless	2 (10)	2 (13.4)

Table 2. Resident Overall Satisfaction – Residents for CWD (N = 20) and PAK (N = 15) (collected in May 2015)

	CWD Strongly Satisfied + Satisfied N (%)	PAK Strongly Satisfied + Satisfied N (%)
Metlifecare's understanding of the needs of older people	19 (95)	6 (40)
Your overall impression of the nursing care you receive	19 (95)	12 (80)
Your overall impression of the care facility or rest home/hospital and its services	18 (90)	12 (80)
Your overall impression of the medical care you receive	18 (90)	12 (80)
The manner in which your rights are met and respected overall	18 (90)	14 (100)
The overall cleanliness of the nursing home/hospital	18 (90)	12 (80)
Your impression of the general quality of the meals provided	18 (90)	9 (60)

Table 3. Family Satisfaction: Warmth Survey – Family for CWD (N = 16) and PAK (N = 15) (collected in May 2015)

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
The residents who live here are safe in the environment	16 (100)	15 (100)
I am comfortable bringing my concerns to a staff member	16 (100)	15 (100)
The residents and families are able to participate in decision-making about care and activities of daily living	16 (100)	14 (93.4)
The staff care about residents	16 (100)	14 (93.4)
Staff members are family	16 (100)	14 (93.4)
I believe this is an abuse-free environment	16 (100)	14 (93.4)
Staff members are respectful of the residents	16 (100)	13 (86.7)
The staff are well trained and know what they are doing	16 (100)	13 (86.7)
The manager/staff know my name	14 (87.5)	13 (86.7)
Staff members take time to talk and listen to the residents	14 (87.6)	12 (80)
I trust the medical doctor and their interventions who attends to my family member	14 (87.6)	12 (80)
People work here because they enjoy working with the elderly	14 (87.5)	9 (60)
People from the community are involved in the home	8 (62.5)	10 (66.6)
Residents' room look much like a room in someone's home	4 (25.1)	12 (80)
I rarely see the manager	4 (25.1)	2 (13.3)
The residents appear lonely	3 (18.8)	1 (6.7)
The residents appear helpless	3 (18.8)	0 (0.0)
I often see children in the facility	2 (12.5)	2 (13.3)
The residents appear bored	2 (12.5)	2 (13.3)
Overall Satisfaction		
In general, I am satisfied with the home	16 (100)	14 (93.4)

Table 4. Staff Satisfaction: Warmth Survey – Employees for CWD (N = 17) and PAK (N = 17): Positive Aspects and Growth Potential (collected in May 2015)

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
My work has meaning and purpose	17 (100)	16 (94.2)
The manager knows my name	17 (100)	15 (88.3)
I am an important part of the care team	16 (94.1)	12 (70.6)
I enjoy helping my team members	16 (94.1)	13 (76.4)
I know and understand the mission of this organisation/home	15 (88.2)	13 (76.4)
My work contributes to the overall philosophy and goals of the home	15 (88.2)	14 (82.3)
I have a clear understanding of what is expected of me	15 (88.2)	15 (88.2)
I can be creative in completing my tasks and working in my team	15 (88.3)	13 (76.4)
I am free to ask questions	15 (88.2)	10 (58.8)
I have an opportunity to grow in my workplace	15 (88.2)	11 (64.7)
My working condition are safe	14 (82.3)	12 (70.5)
Management is leading us in the right direction	14 (82.3)	11 (64.7)
I have the resources I need to be effective in my job	14 (82.3)	11 (64.7)
I can trust the people I work with to lend me a hand if I need it	14 (82.4)	13 (76.4)
My work is recognised by my team members as worthwhile	13 (76.4)	12 (70.6)
Management actively encourages cooperation and teamwork	13 (76.5)	14 (82.4)
I am given opportunities to use my talents for the home's benefit	13 (76.4)	11 (64.7)
There is good in everybody	13 (76.5)	12 (70.6)
I am kept up-to-date on changes occurring that affect my job	12 (70.6)	7 (41.2)
Management listens to me and takes my opinions seriously	12 (70.6)	9 (52.9)
At the end of a typical day, I feel I have contributed to the quality of life of the residents I serve	12 (70.6)	14 (82.3)
The manager is fair to everyone	12 (70.6)	10 (58.8)
Management is interested in me and in my development as a person	11 (64.7)	10 (58.8)
I can voice my concerns without risking my job	11 (64.7)	10 (58.8)
There is opportunity to advance here	11 (64.7)	12 (70.6)
There is a happy atmosphere in the place I work	10 (58.8)	8 (47.1)
My work provides me with adequate pay and benefits	10 (58.9)	4 (23.5)
I would recommend a close friend to join our staff	9 (53.0)	8 (47.0)
People usually tell the truth	9 (53.0)	5 (29.4)
Length of time working in this facility	CWD N (%)	PAK N (%)
Less than 6 months	2 (11.8)	0 (0.0)
6 months to less than 1 year	0 (0.0)	2 (11.8)
1 year to less than 2 years	2 (11.8)	2 (11.8)
2 years to less than 3 years	2 (11.8)	2 (11.8)
3 years to less than 5 years	2 (11.8)	2 (11.8)
More than 5 years	8 (47.1)	5 (29.4)

Table 5. Staff Satisfaction: Warmth Survey – Employees for CWD (N = 17) and PAK (N = 17):
Concerns, Constraints and Negative Perceptions (collected in May 2015)

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
I have to follow procedures that prevent me from doing my job well	12 (70.6)	10 (58.8)
If you start doing favours for people, they will just walk all over you	10 (58.8)	8 (47.0)
I regularly hear co-worker making negative remarks about their employees	9 (52.9)	11 (64.7)
People pretend to care more about one another than they really do	8 (47.1)	9 (52.9)
When I do my work, I run into obstacles that make it difficult to do my job	6 (35.3)	6 (35.2)
Management values money more than people	6 (35.3)	9 (52.9)
I don't blame anyone for trying to grab all he/she can get in this world	5 (29.4)	11 (64.7)
I would leave this home if offered the same job with another home	4 (23.6)	4 (23.5)
I feel like a number, nobody here really cares about me	4 (23.5)	0 (0.0)
I would leave this home if offered the same job with another home	4 (23.6)	4 (23.5)
I rarely see the manager	3 (17.7)	2 (11.8)
I work under a great deal with tension	3 (17.6)	8 (47.0)
My work is boring	2 (11.8)	0 (0.0)
I spent too much time in unnecessary activities	2 (11.8)	3 (17.7)
I only do my job because I need the money	1 (5.9)	3 (17.7)

Table 6. Quality of Life Survey – Residents for CWD (N = 17) and PAK (N = 22) (collected in July 2015)

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
Flourishing Scale		
People respect me	14 (82.3)	15 (68.2)
I am a good person and live a good life	13 (76.4)	16 (72.7)
My social relationships are supportive and rewarding	12 (70.6)	16 (72.7)
I am competent and capable in the activities that are important to me	11 (64.7)	15 (68.2)
I am engaged and interested in my daily activities	11 (64.7)	14 (63.6)
I lead a purposeful and meaningful life	10 (58.9)	11 (50.0)
I am optimistic about my future	9 (52.9)	5 (22.7)
I actively contribute to the happiness and wellbeing of others	7 (41.2)	13 (59.1)
Geriatric Depression Scale		
I feel happy most of the time	12 (70.6)	17 (77.2)
I often feel bored	12 (70.6)	7 (31.8)
I am in good spirits most of the time	12 (70.6)	17 (77.2)
I think it is wonderful to be alive now	11 (64.7)	15 (68.1)
I feel full of energy	6 (35.3)	5 (22.7)
I often feel helpless	4 (23.5)	14 (54.6)
I feel lonely	3 (17.6)	8 (36.4)
I feel I have more problems with memory than most	1 (5.9)	2 (9.0)
Loneliness Scale		
I lack companionship	1 (5.9)	8 (36.3)
I feel left out	1 (5.9)	5 (22.7)
I feel isolated from others	1 (5.9)	6 (27.2)

Table 7. Quality of Life Survey – Residents for CWD (N = 17) and PAK (N = 22) (collected in July 2015)

	CWD Often + Always N (%)	PAK Often + Always N (%)
QOL - Comfort		
Do you get a good night's sleep here?	13 (76.5)	17 (77.3)
How often are you in physical pain?	4 (23.6)	5 (22.7)
How often are you too cold in the care facility?	1 (5.9)	3 (13.6)
How often are you in the same position so long that it hurts?	1 (5.9)	2 (9.1)
How often are you bothered by noise when you are in your room?	1 (5.9)	3 (13.6)
How often are you bothered by noise in other parts of the care facility, for example, in the dining room?	1 (5.9)	3 (13.6)
QOL – Functional Component		
Is it easy for you to get around in your room by yourself?	16 (94.1)	14 (63.6)
Can you easily reach your toiletries and things that you want to use in your bathroom?	16 (94.1)	17 (77.2)
Do you do as much to take care of your own things and your room as you can and want?	16 (94.1)	16 (72.7)
Can you easily reach the things that you need?	14 (82.3)	12 (54.6)
If you are anywhere in the care facility and need a bathroom, can you get to one quickly?	13 (76.5)	15 (68.2)
QOL - Privacy		
Can you find a place to be alone if you wish?	15 (88.2)	15 (68.2)
Can you have the privacy to make a private phone call?	15 (88.2)	15 (68.2)
When you have a visitor, can you find a place to visit in private?	15 (88.2)	14 (63.6)
Do the people who work here knock and wait for a reply before entering your room?	13 (76.5)	13 (59.1)
Can you be together in private with another resident?	10 (58.8)	7 (31.8)
QOL - Dignity		
Do you feel that you are treated with respect here?	17 (100.0)	18 (81.8)
Do staff here handle you gently while giving you care?	17 (100.0)	17 (77.3)
Do staff here treat you politely?	16 (94.1)	17 (77.3)
Do staff here respect your modesty?	15 (88.2)	18 (81.8)
Do staff take time to listen to you when have something to say?	14 (82.3)	14 (63.6)
QOL – Meaningful Activities		
Do you get a chance to go outdoors?	14 (82.3)	13 (59.1)
Do you enjoy the organised activities here at the care facility?	13 (76.5)	13 (59.1)
Outside of religious activities, do you have enjoyable things to do at the care facility during the weekend?	8 (47.0)	6 (27.2)
Despite your health condition, do you give help to others?	8 (47.0)	12 (54.6)
Do the days here seem too long to you?	3 (17.6)	4 (18.2)
QOL - Relationship		
Do you think that this facility tries to make this an easy and pleasant place for families and friends of residents to visit?	17 (100.0)	15 (68.2)
In the last month, have people who worked here stopped just to have a friendly conversation with you?	11 (64.7)	7 (31.8)
Is it easy to make friends at this care facility?	9 (52.9)	11 (50.0)
Do you consider any of the residents here as your close friend?	7 (41.2)	7 (31.8)
Do you consider your staff member to be your friend?	8 (47.0)	10 (45.4)
	Very Satisfied + Satisfied	Very Satisfied + Satisfied
Overall Satisfaction		
How satisfied are you with the conditions of your current living place?	15 (88.2)	15 (68.2)
All things considered, how satisfied are you with your life as a whole these days?	14 (82.3)	17 (77.2)

How would you rate your quality of life?	13 (76.5)	16 (72.7)
Overall Recommendation	Mostly Yes	Mostly Yes
Would you recommend this care facility to others?	15 (88.2)	15 (68.2)

Table 8. Quality of Life Survey – Village Residents for CWD (N = 103) and PAK (N = 60) (collected in July 2015) – cont.

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
Flourishing Scale		
I am competent and capable in the activities that are important to me	88 (85.4)	45 (75.0)
I am engaged and interested in my daily activities	84 (81.6)	44 (73.3)
My social relationships are supportive and rewarding	80 (77.7)	46 (76.7)
I lead a purposeful and meaningful life	77 (74.8)	42 (70.0)
I am a good person and live a good life	72 (69.9)	44 (73.3)
People respect me	64 (62.1)	41 (68.3)
I am optimistic about my future	62 (60.2)	33 (55.0)
I actively contribute to the happiness and wellbeing of others	58 (56.3)	38 (63.4)
Geriatric Depression Scale		
I am in good spirits most of the time	87 (84.5)	53 (88.3)
I feel happy most of the time	86 (83.5)	49 (81.7)
I think it is wonderful to be alive now	77 (74.8)	45 (75.0)
I feel full of energy	29 (28.2)	25 (41.7)
I often feel bored	11 (10.7)	3 (5.0)
I feel lonely	10 (9.7)	7 (11.6)
I feel I have more problems with memory than most	7 (6.8)	8 (13.3)
I often feel helpless	6 (5.8)	9 (15.0)
Loneliness Scale		
I lack companionship	10 (9.7)	8 (13.4)
I feel isolated from others	4 (3.9)	4 (6.7)
I feel left out	3 (2.9)	3 (5.0)

Table 9. Quality of Life Survey – Village Residents for CWD (N = 103) and PAK (N = 60) (collected in July 2015)

	CWD Often + Always N (%)	PAK Often + Always N (%)
QOL - Comfort		
Do you get a good night's sleep here?	82 (79.6)	44 (73.3)
How often are you bothered by noise when you are in your living space?	6 (5.8)	3 (5.0)
How often are you bothered by noise in other parts of the village?	1 (1.0)	0 (0.0)
QOL - Privacy		
Do the people who work here knock and wait for a reply before entering your living space?	96 (93.2)	58 (96.7)
QOL - Dignity		
Do staff here treat you politely?	96 (93.2)	60 (100.0)
Do you feel that you are treated with respect here?	97 (94.2)	59 (98.4)
Do staff take time to listen to you when have something to say?	93 (90.3)	58 (96.7)
QOL – Meaningful Activities		
Do you give help to others?	66 (61.1)	37 (61.7)
Do you enjoy the organised activities here at the village?	44 (47.7)	36 (60.0)
Do the days here seem too long to you?	1 (1.0)	8 (13.3)
QOL - Relationship		
Do you think that this Village tries to make this an easy and pleasant place for families and friends of residents to visit?	73 (70.9)	47 (78.3)
Is it easy to make friends at this village?	59 (57.3)	46 (76.6)
In the last month, have people who worked here stopped just to have a friendly conversation with you?	52 (50.5)	28 (46.7)
Do you consider any of the residents here as your close friend?	40 (38.8)	33 (55.0)
Do you consider your staff member to be your friend?	34 (33.0)	26 (43.4)
Overall Satisfaction		
How satisfied are you with the conditions of your current living place?	Very Satisfied + Satisfied 91 (88.3)	Very Satisfied + Satisfied 52 (86.6)
All things considered, how satisfied are you with your life as a whole these days?	88 (85.4)	49 (81.6)
How would you rate your quality of life?	86 (83.5)	49 (81.6)
Overall Recommendation		
Would you recommend this care facility to others?	Mostly Yes 84 (81.6)	Mostly Yes 48 (80)

Table 10. Quality of Life Survey – Residents for CWD (N = 21) and PAK (N = 8) (collected in Oct 2015)

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
Flourishing Scale		
People respect me	21 (100.0)	7 (87.5)
I am a good person and live a good life	19 (90.5)	7 (87.5)
I am engaged and interested in my daily activities	17 (81.0)	6 (75.0)
I lead a purposeful and meaningful life	16 (76.3)	6 (75.0)
I am competent and capable in the activities that are important to me	15 (71.5)	7 (87.5)
My social relationships are supportive and rewarding	13 (61.9)	7 (87.5)
I am optimistic about my future	8 (38.1)	5 (62.5)
I actively contribute to the happiness and wellbeing of others	4 (19.0)	7 (87.5)
Geriatric Depression Scale		
I feel happy most of the time	20 (95.2)	8 (100.0)
I am in good spirits most of the time	19 (90.5)	7 (87.5)
I think it is wonderful to be alive now	13 (61.9)	6 (75.0)
I often feel bored	2 (9.5)	3 (37.5)
I feel full of energy	7 (33.3)	4 (50.0)
I feel lonely	1 (4.8)	2 (25.0)
I often feel helpless	1 (4.8)	4 (50.0)
I feel I have more problems with memory than most	1 (4.8)	2 (25.0)
Loneliness Scale		
I lack companionship	0 (0.0)	3 (37.5)
I feel left out	0 (0.0)	1 (12.5)
I feel isolated from others	0 (0.0)	2 (25.0)

Table 11. Quality of Life Survey – Residents for CWD (N = 21) and PAK (N = 8) (collected in Oct 2015)

	CWD Often + Always N (%)	PAK Often + Always N (%)
QOL - Comfort		
Do you get a good night's sleep here?	14 (66.7)	7 (87.5)
How often are you in physical pain?	1 (4.8)	1 (12.5)
How often are you bothered by noise in other parts of the care facility, for example, in the dining room?	1 (4.8)	0 (0.0)
How often are you too cold in the care facility?	0 (0.0)	1 (12.5)
How often are you in the same position so long that it hurts?	0 (0.0)	0 (0.0)
How often are you bothered by noise when you are in your room?	0 (0.0)	0 (0.0)
QOL – Functional Component		
Is it easy for you to get around in your room by yourself?	18 (85.7)	6 (75.0)
Can you easily reach the things that you need?	18 (85.7)	5 (62.5)
If you are anywhere in the care facility and need a bathroom, can you get to one quickly?	18 (85.7)	6 (75.0)
Can you easily reach your toiletries and things that you want to use in your bathroom?	17 (81.0)	7 (87.5)
Do you do as much to take care of your own things and your room as you can and want?	16 (76.2)	6 (75.0)
QOL - Privacy		
Can you find a place to be alone if you wish?	16 (76.2)	6 (75.0)
Do the people who work here knock and wait for a reply before entering your room?	16 (76.2)	6 (75.0)
Can you have the privacy to make a private phone call?	15 (71.4)	6 (75.0)
When you have a visitor, can you find a place to visit in private?	13 (61.9)	4 (50.0)
Can you be together in private with another resident?	6 (28.6)	2 (25.0)
QOL - Dignity		
Do staff here treat you politely?	20 (95.3)	7 (87.5)
Do you feel that you are treated with respect here?	20 (95.3)	7 (87.5)
Do staff here handle you gently while giving you care?	20 (95.3)	7 (87.5)
Do staff here respect your modesty?	19 (90.5)	7 (87.5)
Do staff take time to listen to you when have something to say?	18 (85.7)	5 (62.5)
QOL – Meaningful Activities		
Do you enjoy the organised activities here at the care facility?	19 (90.5)	5 (62.5)
Do you get a chance to go outdoors?	18 (85.7)	6 (75.0)
Outside of religious activities, do you have enjoyable things to do at the care facility during the weekend?	13 (61.9)	1 (12.5)
Despite your health condition, do you give help to others?	7 (33.3)	4 (50.0)
Do the days here seem too long to you?	1 (4.8)	4 (50.0)
QOL - Relationship		
Do you think that this facility tries to make this an easy and pleasant place for families and friends of residents to visit?	14 (66.6)	7 (87.5)
In the last month, have people who worked here stopped just to have a friendly conversation with you?	11 (52.3)	6 (75.0)
Is it easy to make friends at this care facility?	10 (47.6)	4 (50.0)
Do you consider any of the residents here as your close friend?	6 (28.6)	5 (62.5)
Do you consider your staff member to be your friend?	2 (9.5)	4 (50.0)
Overall Satisfaction	Very Satisfied + Satisfied	Very Satisfied + Satisfied
All things considered, how satisfied are you with your life as a whole these days?	19 (90.5)	7 (87.5)
How would you rate your quality of life?	18 (85.7)	7 (87.5)

How satisfied are you with the conditions of your current living place?	18 (85.8)	6 (75.0)
Overall Recommendation	Mostly Yes	Mostly Yes
Would you recommend this care facility to others?	11 (52.4)	8 (100.0)

Table 12. Family Satisfaction: Warmth Survey – Family for CWD (N = 17) (collected in Oct 2015)

	CWD Strongly Agree + Agree N (%)
The staff care about residents	17 (100.0)
My family member is treated with dignity and respect	17 (100.0)
Staff members take time to talk and listen to the residents	17 (100.0)
The staff are well trained and know what they are doing	17 (100.0)
This care facility has a ‘homelike’ atmosphere	16 (94.1)
The manager/staff know my name	16 (94.1)
I am comfortable bringing my concerns to a staff member	16 (94.1)
Overall I am satisfied with my family member’s nursing care	16 (94.1)
Staff members are friendly	16 (94.1)
My family member is helped to be as independent as his/her health allows	16 (94.1)
The residents who live here are safe in the environment	16 (94.1)
Staff take time to listen to my family member	16 (94.1)
My family member has enough privacy	16 (94.1)
Staff members are respectful of the residents	16 (94.1)
This care facility offers a variety of activities	16 (94.1)
The residents and families are able to participate in decision-making about care and activities of daily living	16 (94.1)
Staff seem to know my family member’s condition and treatment programme	16 (94.1)
My family member is helped to participate in activities	15 (88.2)
My family member feels safe here	15 (88.2)
My family member’s room is comfortable	15 (88.2)
My family member receives adequate emotional support	15 (88.2)
Staff knock on my family member’s door before entering the room	15 (88.2)
My family member receives adequate physical assistance	15 (88.2)
The food is good	15 (88.2)
The dining area is a pleasant place to eat	15 (88.2)
I believe this is a safe environment	15 (88.2)
My family member’s personal belongings are secure	14 (82.3)
People work here because they enjoy working with the elderly	14 (82.3)
Residents’ room look much like a room in someone’s home	14 (82.3)
Helpful equipment (like wheelchairs, walkers etc) is available	13 (76.4)
I trust the advice of the medical doctor who attends to my family member	12 (70.6)
People from the community are involved in the home	12 (70.5)
My family member’s personal laundry is rarely lost	10 (58.9)
My family member has a choice about his/her daily schedule	9 (53.0)
The residents appear lonely	3 (17.7)
I rarely see the manager	3 (17.6)
I often see children in the facility	1 (5.9)
The residents appear bored	1 (5.9)
The residents appear helpless	0 (0.0)
Overall Satisfaction and Recommendation	
In general, I am satisfied with the home	17 (100.0)
Overall, I am satisfied with the way staff treat my family member	17 (100.0)
I would recommend this facility to others	17 (100.0)

Table 13. Quality of Life Survey – Village Residents for CWD (N = 91) and PAK (N = 60) (collected in Dec 2015)

	CWD Strongly Agree + Agree N (%)	PAK Strongly Agree + Agree N (%)
Flourishing Scale		
I am engaged and interested in my daily activities	75 (82.4)	46 (76.7)
I am competent and capable in the activities that are important to me	73 (80.2)	46 (76.7)
My social relationships are supportive and rewarding	71 (78.0)	43 (71.7)
I am a good person and live a good life	68 (74.7)	50 (83.3)
I actively contribute to the happiness and wellbeing of others	66 (72.5)	33 (55.0)
I lead a purposeful and meaningful life	64 (70.3)	36 (65.0)
People respect me	60 (65.9)	41 (68.3)
I am optimistic about my future	47 (51.6)	40 (66.7)
Geriatric Depression Scale		
I feel happy most of the time	80 (87.9)	51 (85.0)
I am in good spirits most of the time	72 (79.1)	54 (90.0)
I think it is wonderful to be alive now	61 (67.0)	51 (85.0)
I feel full of energy	35 (38.5)	21 (35.0)
I feel I have more problems with memory than most	12 (13.2)	7 (11.7)
I often feel helpless	12 (13.2)	3 (5.0)
I often feel bored	10 (11.0)	6 (10.0)
I feel lonely	8 (8.8)	8 (13.3)
Loneliness Scale		
I lack companionship	5 (5.5)	6 (10.0)
I feel isolated from others	3 (3.3)	4 (6.7)
I feel left out	3 (3.3)	23 (3.3)

Table 14. Quality of Life Survey – Village Residents for CWD (N = 91) and PAK (N = 60) (collected in Dec 2015)

	CWD Often + Always N (%)	PAK Often + Always N (%)
QOL - Comfort		
Do you get a good night's sleep here?	70 (77.0)	46 (50.5)
How often are you bothered by noise when you are in your living space?	3 (3.3)	11 (18.3)
How often are you bothered by noise in other parts of the village?	2 (2.2)	0 (0.0)
QOL - Privacy		
Do the people who work here knock and wait for a reply before entering your living space?	86 (94.5)	57 (95.0)
QOL - Dignity		
Do staff here treat you politely?	88 (96.7)	60 (100.0)
Do you feel that you are treated with respect here?	87 (95.6)	60 (100.0)
Do staff take time to listen to you when have something to say?	82 (90.1)	58 (96.7)
QOL – Meaningful Activities		
Do you give help to others?	53 (58.2)	34 (56.7)
Do you enjoy the organised activities here at the village?	43 (47.3)	42 (70.0)
Do the days here seem too long to you?	4 (4.4)	21 (35.0)
QOL - Relationship		
Do you think that this Village tries to make this an easy and pleasant place for families and friends of residents to visit?	71 (78.0)	53 (88.3)
Is it easy to make friends at this village?	53 (58.2)	46 (76.6)
Do you consider any of the residents here as your close friend?	48 (52.7)	27 (45.0)
In the last month, have people who worked here stopped just to have a friendly conversation with you?	45 (49.5)	32 (53.3)
Do you consider your staff member to be your friend?	28 (30.8)	28 (46.7)
Overall Satisfaction		
How satisfied are you with the conditions of your current living place?	Very Satisfied + Satisfied 79 (86.8)	Very Satisfied + Satisfied 51 (85.0)
How would you rate your quality of life?	70 (76.9)	52 (86.7)
All things considered, how satisfied are you with your life as a whole these days?	67 (73.6)	51 (85.0)
Overall Recommendation		
Would you recommend this care facility to others?	Mostly Yes 71 (78.0)	Mostly Yes 51 (85.0)

Table 15. Comparison of Quality of Life Survey – Residents for July CWD (N = 17) and Oct CWD (N = 21)

	CWD July Strongly Agree + Agree N (%)	CWD Oct Strongly Agree + Agree N (%)
Flourishing Scale		
People respect me	14 (82.3)	21 (100.0)
I am a good person and live a good life	13 (76.4)	19 (90.5)
My social relationships are supportive and rewarding	12 (70.6)	17 (81.0)
I am competent and capable in the activities that are important to me	11 (64.7)	16 (76.3)
I am engaged and interested in my daily activities	11 (64.7)	15 (71.5)
I lead a purposeful and meaningful life	10 (58.9)	13 (61.9)
I am optimistic about my future	9 (52.9)	8 (38.1)
I actively contribute to the happiness and wellbeing of others	7 (41.2)	4 (19.0)
Geriatric Depression Scale		
I feel happy most of the time	12 (70.6)	20 (95.2)
I often feel bored	12 (70.6)	19 (90.5)
I am in good spirits most of the time	12 (70.6)	13 (61.9)
I think it is wonderful to be alive now	11 (64.7)	2 (9.5)
I feel full of energy	6 (35.3)	7 (33.3)
I often feel helpless	4 (23.5)	1 (4.8)
I feel lonely	3 (17.6)	1 (4.8)
I feel I have more problems with memory than most	1 (5.9)	1 (4.8)
Loneliness Scale		
I lack companionship	1 (5.9)	0 (0.0)
I feel left out	1 (5.9)	0 (0.0)
I feel isolated from others	1 (5.9)	0 (0.0)

Table 16. Comparison of Quality of Life Survey – Residents for July CWD (N = 17) and Oct CWD (N = 21)

	CWD July Often + Always N (%)	CWD Oct Often + Always N (%)
QOL - Comfort		
Do you get a good night's sleep here?	13 (76.5)	14 (66.7)
How often are you in physical pain?	4 (23.6)	1 (4.8)
How often are you too cold in the care facility?	1 (5.9)	1 (4.8)
How often are you in the same position so long that it hurts?	1 (5.9)	0 (0.0)
How often are you bothered by noise when you are in your room?	1 (5.9)	0 (0.0)
How often are you bothered by noise in other parts of the care facility, for example, in the dining room?	1 (5.9)	0 (0.0)
QOL – Functional Component		
Is it easy for you to get around in your room by yourself?	16 (94.1)	18 (85.7)
Can you easily reach your toiletries and things that you want to use in your bathroom?	16 (94.1)	18 (85.7)
Do you do as much to take care of your own things and your room as you can and want?	16 (94.1)	18 (85.7)
Can you easily reach the things that you need?	14 (82.3)	17 (81.0)
If you are anywhere in the care facility and need a bathroom, can you get to one quickly?	13 (76.5)	16 (76.2)
QOL - Privacy		
Can you find a place to be alone if you wish?	15 (88.2)	16 (76.2)
Can you have the privacy to make a private phone call?	15 (88.2)	16 (76.2)
When you have a visitor, can you find a place to visit in private?	15 (88.2)	15 (71.4)
Do the people who work here knock and wait for a reply before entering your room?	13 (76.5)	13 (61.9)
Can you be together in private with another resident?	10 (58.8)	6 (28.6)
QOL - Dignity		
Do you feel that you are treated with respect here?	17 (100.0)	20 (95.3)
Do staff here handle you gently while giving you care?	17 (100.0)	20 (95.3)
Do staff here treat you politely?	16 (94.1)	20 (95.3)
Do staff here respect your modesty?	15 (88.2)	19 (90.5)
Do staff take time to listen to you when have something to say?	14 (82.3)	18 (85.7)
QOL – Meaningful Activities		
Do you get a chance to go outdoors?	14 (82.3)	19 (90.5)
Do you enjoy the organised activities here at the care facility?	13 (76.5)	18 (85.7)
Outside of religious activities, do you have enjoyable things to do at the care facility during the weekend?	8 (47.0)	13 (61.9)
Despite your health condition, do you give help to others?	8 (47.0)	7 (33.3)
Do the days here seem too long to you?	3 (17.6)	1 (4.8)
QOL - Relationship		
Do you think that this facility tries to make this an easy and pleasant place for families and friends of residents to visit?	17 (100.0)	14 (66.6)
In the last month, have people who worked here stopped just to have a friendly conversation with you?	11 (64.7)	11 (52.3)
Is it easy to make friends at this care facility?	9 (52.9)	10 (47.6)
Do you consider any of the residents here as your close friend?	7 (41.2)	6 (28.6)
Do you consider your staff member to be your friend?	8 (47.0)	2 (9.5)
	Very Satisfied + Satisfied	Very Satisfied + Satisfied
Overall Satisfaction		
How satisfied are you with the conditions of your current living place?	15 (88.2)	19 (90.5)
All things considered, how satisfied are you with your life as a whole these days?	14 (82.3)	18 (85.7)

How would you rate your quality of life?	13 (76.5)	18 (85.8)
Overall Recommendation	Mostly Yes	Mostly Yes
Would you recommend this care facility to others?	15 (88.2)	11 (52.4)

Table 17. Comparison of Family Satisfaction: Warmth Survey – Family for May CWD (N = 16) and Oct (N = 17)

	CWD May Strongly Agree + Agree N (%)	CWD Oct Strongly Agree + Agree N (%)
The residents who live here are safe in the environment	16 (100)	16 (94.1)
I am comfortable bringing my concerns to a staff member	16 (100)	16 (94.1)
The residents and families are able to participate in decision-making about care and activities of daily living	16 (100)	16 (94.1)
The staff care about residents	16 (100)	17 (100.0)
Staff members are family	16 (100)	16 (94.1)
I believe this is an abuse-free environment	16 (100)	15 (88.2)
Staff members are respectful of the residents	16 (100)	16 (94.1)
The staff are well trained and know what they are doing	16 (100)	17 (100.0)
The manager/staff know my name	14 (87.5)	16 (100.0)
Staff members take time to talk and listen to the residents	14 (87.6)	17 (100.0)
I trust the medical doctor and their interventions who attends to my family member	14 (87.6)	12 (70.6)
People work here because they enjoy working with the elderly	14 (87.5)	14 (82.3)
People from the community are involved in the home	8 (62.5)	12 (70.5)
Residents' room look much like a room in someone's home	4 (25.1)	14 (82.3)
I rarely see the manager	4 (25.1)	3 (17.6)
The residents appear lonely	3 (18.8)	3 (17.7)
The residents appear helpless	3 (18.8)	0 (0.0)
I often see children in the facility	2 (12.5)	1 (5.9)
The residents appear bored	2 (12.5)	1 (5.9)
Overall Satisfaction		
In general, I am satisfied with the home	16 (100)	17 (100.0)

Table 18. Summary of Residents' and Families' Interviews

Themes	Care Home Residents (N=2)	Family Members of CWD Residents – Care Home, Serviced Apartment and Village (N=5)	Village Residents (N=6)
What you like about Crestwood?	<ul style="list-style-type: none"> • Environment and atmosphere (e.g., garden) • Good place to live • Meals are good • Staff are friendly and good • Everything is here and all set up nicely • Lots of activities and entertainment • Feel settled but mainly because there's no other place to go 	<ul style="list-style-type: none"> • Location and environment • Lovely homely feeling (not really clinical) • Everyone here is so lovely and friendly (like a big family) • So much activities and entertainment • Still able to make their own decisions (despite rules and regulations in rest home) • Good to see there are pets around for the residents (for therapeutic purpose) • Engage in lots of activities • Excellent care provided • Opportunity for my mother to meet other younger residents • Maintain certain level of independence • People know my name or my mother's name • Can discuss issues with staff or vice versa 	<ul style="list-style-type: none"> • A smaller facility – easy to get know people • Lots of social activities • Some really good neighbours • Caring facility • Participate in activities and also do things outside the village • Have your own possessions around you, feeling comfortable • Staff are wonderful • The people in general are nice • Able to have pet in our room/apartment • Roof over my head and main services are provided • Love the garden and storage space • Security and feel safe
What you don't like about Crestwood?	<ul style="list-style-type: none"> • Some staff are here for their benefit (but mostly are really good) 	<ul style="list-style-type: none"> • No room for visitors and family to enjoy • A bit hilly which is slightly discouraging for people with limited mobility to get outdoors 	<ul style="list-style-type: none"> • Little mistakes here and there • Wary of gossip • Worry about finance as everything costs
What's important to you living in Crestwood now?	<ul style="list-style-type: none"> • Accept who and where you are now 	<ul style="list-style-type: none"> • Seeing her father being more aware of how other people dealt with or not dealt with getting old • Seeing my mother embracing the experience 	<ul style="list-style-type: none"> • Sudden or prolonged illnesses can change the needs living here • Can't come in here to feel old, you can still live a full life • Accept this is where I am (can't go anywhere else) • Being confronted with ageing – not necessarily a bad thing with reality checks
Thing(s) to improve at Crestwood	<ul style="list-style-type: none"> • More flexibility with eating hours • Make people more aware of the cost of services and how it will impact on their finance 	<ul style="list-style-type: none"> • A little lounge area where they can take their visitors and have a little bit of privacy • Would be nice to have young ones to come in and visit 	<ul style="list-style-type: none"> • The gym could be bigger • Avoid those little mistakes • Make people aware and understand the financial side of it – you are still pretty much expected to look after yourself (be prepared) • Some facilities will need to be updated