



# YOUR STORY IS OUR STORY

2022 - 2023

# ANNUAL REPORT



# OUR STORY

The following stories from the people we support show the range and depth of services New Directions offers.

From day services to long-term residential care, we provide positive outcomes for the people we support as well as the commissioners of those services – both expect us to create, hone and evolve services that meet changing health and social care needs.

Although our services are varied, we have a strong philosophy which underpins and unites our care – not only we will always seek to improve outcomes and provide a positive impact but we are also on the side of the people we support throughout their journey.

All our services are interlinked and have two key objectives: to enable people to stay in their homes for longer and to provide the best possible quality of life for the people we support, their carers, families and friends.

Our Reablement, Rapid Response and Intermediate Care services highlight the interlinked nature of the care we provide.



The three work together to achieve one goal – to get the people we support out of the hospital or extended care and into their homes, and once there, to enable them to stay at home without the need for additional hospital visits.

Only 2% of people we support through Reablement have had another incident requiring hospital treatment within six months of discharge from our care.

We strongly support the aims of the Care Act 2014 to ensure the carers, family and friends of the people we support have the best possible quality of life while caring for a loved one.

Our Day Services, Respite Service and residential programmes such as Shared Lives, Supported Living and Woodlands not only provide an enriching and empowering environment for the people we support but also enable carers, family and friends to enjoy a wellbeing boost during the time we are entrusted with their loved one.

The outcomes of these services on the people we support – increased confidence, independence and health – have a huge impact on the home environment when the person supported returns from Day Service activities.

Although the care we provide is complex, the philosophy underpinning it is simple – we want the best outcomes possible for the people we support, their carers, friends and families and the wider health economy across Sefton Borough.

# SHORT STORIES

Weaved into many of the stories in this Annual Review are other vital New Directions services, such as the fantastic New Centre Stage at which James and Thomas shine and New Leaf, our amazing garden centre and green-fingered activities hub.

As an introduction to the moving, uplifting and honest stories told in this Annual Review, we wanted to showcase the 'short stories' of a number of services proudly delivered by the New Directions team. All are essential to what we offer – and in the case of James Dixon Court, a concrete example of how we live our values, placing the people of Sefton, and our shareholder Sefton Metropolitan Borough Council, first.

New Centre Stage is run by Day Service's South Hub and offers drama, musical theatre, therapeutic drama, issue-based drama, creative dance, partnership work, community projects, communication skills, and building confidence and self-esteem.



The people we support have the run of a fantastic fully equipped studio theatre within the David Brown Centre in Netherton.

The 90 audience capacity theatre is regularly standing room only when the New Centre Stage family present plays, musicals and shows they have developed.

From stage to green...North Hub's New Leaf is a multiactivity centre based in Rotten Row in Southport which gives people we support the opportunity to be involved in the whole life cycle of seeding, growing, weeding, sowing and selling plants at our garden centre.

New Leaf has gardens, polytunnels, a Victorian greenhouse and wildlife and wildflower meadows to tend and explore. The people we support can also create garden crafts, furniture, planters, and items to sell, using recycled items that are donated by members of the community.



We also offer our gardeners, with the support of St Helens College, the opportunity of accredited training which gives people the chance to use their practical experience of horticulture to gain a nationally-recognised qualification.

James Dixon Court was a residential home that was in danger of failing, leaving up to 30 vulnerable residents in a worrying and uncertain situation. We agreed to take on the management of James Dixon Court, and our people and staff haven't looked back since!

We still offer person-centered residential care focusing on getting to know the person we support, their life story, what is important to them, and their personal aspirations. The residential service looks after older adults with a variety of mental and physical health needs.

We have also introduced an extension of our very successful Intermediate Care service within James Dixon Court, helping to smooth the transition from hospital discharge to home-based living. Together, James Dixon Court and Chase Heys are offering a vital route back home for patients, significantly easing pressures on our hospital and health service partners.



Hudson Road may be the smallest service, but it is the mightiest for the people it supports. Based in Maghull, Hudson Road is a small five-bedded home for adults with learning disabilities, physical disabilities, and complex needs. Hudson Road has been offering a real homely environment for over 30 years, providing dedicated care and support.

Our aim is to promote independence and choice in a setting in which residents feel safe and their privacy and dignity are respected. Our residents enjoy a fulfilling life and experiences, including holidays and frequent trips to pubs and restaurants, cinemas, theatres, bowling and local places of interest.

From the most recent inspection by the Care Quality Commission our service was assessed as 'OUTSTANDING' - one of only two providers in Sefton with this rating.

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**WELCOME**



**FROM  
JAMES ASHTON**

I am so excited to welcome you to our Annual Review. New Directions is my full-time life - everything I do, the people I meet, the friends I have made and most importantly the independence and confidence I have now are all because of New Directions.

I live in Shared Lives, just like my good friend Thomas whose story is also told in here.

For me, Thomas and all the other people here Shared Lives is more than just a service, and I know because I have used lots of others.

The teams here make a difference, I am not the same person I was before I came here. I love going to the New Centre Stage Performing Arts Group, and enjoy the drama and being entertaining for everyone. But I wasn't like that before.

Earlier this year, I helped to put together a presentation to the National Care Forum and even got to go to the conference and to talk in front of the whole audience about our ideas. I couldn't have done that before.



I will soon be leading the safeguarding training for people within New Directions as well as other people with complex health issues in other places, helping them to stay safe online. This is not something I would have been able to create, let alone deliver to other people, before without the support and confidence I gained being around the team.

Of all the things that I now can do thanks to all the people that have supported across the New Directions teams, one thing stands out, and that's my voice. Not how I speak, but what I say. I am listened to by everyone at New Directions, from my Shared Lives Carer right through to Mark who runs New Directions.

I am called an Expert by Experience, but really I just give them a piece of my mind and they listen, and they act.

I hope you really listen to the messages in this Review and understand the difference the team makes, whatever the service, on me and others like me. We are all Experts by Experience, and our voice counts.





# SHARED LIVES

## THOMAS'S STORY

I just want everyone to know how independent I am now. That's what living in Shared Lives has given me. I go swimming, go to the gym, play football, do drama productions and lots of other things. I am part of my community – and I can make my own cup of tea. I can do my washing, and put it away, but that isn't as much fun.

So about me. I am 39 years old and have been living in Shared Lives with my carer Joe for eight years now. I used to live with my dad and brothers in the family home before, but there was lots of disagreements that could get out of hand. I am a very happy, sociable person who loves to have a laugh and a joke and loves bantering with people, I never get angry and when others do it makes me very sad and unhappy – I don't like to be sad and unhappy!

I have trouble seeing and hearing, and have a condition called Bardet-Biedl syndrome which means I have a lot of health issues I need to deal with and I really need to work hard to stay healthy and fit.



## Thomas's Journey With **SHARED LIVES**

When I do go out, I have a white stick to help me get around. This was something else Shared Lives helped me with. Joe, my carer doesn't have to hold on to me and guide me around outside anymore and in my house I can find my way round.

I love my house and my carer Joe, he is always there for me and I love to have our little chats about different things, and especially love how we can have a laugh together we spend a lot of time laughing and joking around - I told you I do love to have a laugh and joke.

Shared Lives really helps me with this. My Shared Lives carer Joe supports me to all my medical appointments and encourages me to speak up for myself and helps me understand what is being said by the doctors. Joe has really helped me understand my condition and what I need to do to stay healthy and safe.

These things have changed my life and I am much more independent and am happy to go places and do things I don't think I ever would have done before like swimming and going the gym, which I love. I go two times a week and have made so many friends we have a laugh and a joke when we are chilling in the sauna.

### AT A GLANCE



People supported in 53 Shared Lives placements across Sefton



Say they are doing all the things they wanted to do



Now in paid employment



Are in voluntary roles



Supported person holds an apprenticeship role



People have had reductions in other Adult Social Care services - which means they are living with less interventions

As I said, I have to work really hard to stay healthy and fit, I am a big guy but I used to be bigger.

I never really understood what healthy eating was. Joe got to know what I liked and what was good for me and since living in Shared Lives I have lost over 4 stones, my clothes fit better I have actually dropped several sizes.

I really enjoyed picking my new clothes in smaller sizes this was a great achievement for me. I loved buying my LFC tops I am a huge Liverpool football club supporter! I think without this help my health problems could have been a lot worse.

The technology Shared Lives has given me has also helped me to keep in touch with my family and friends. I love to talk to people on my mobile phone or face time on my iPad.

I can do this by myself I just need a little help from Joe's daughter Sophie to set up my assisted technology and then I'm off phoning people all by myself!

I have an Echo that I talk to and ask to put on songs I like to sing to, I love singing at the top of my voice, letting all the neighbours hear my lovely singing voice - me and the neighbours have a good laugh about my singing.

If there was one thing that showed how independent I am now it would be the NCF (National Care Forum) conference this year.

With my friends James and Glenn we created a presentation for the conference all about our experience in Shared Lives, what it means for us and what it has done for us.

Without the confidence and independence I now have, together with the technology I now use, I don't think I ever would have been able to work with my friends to create a presentation that made such an impression.

One last thing I want to tell you is I am the happiest I have ever been and me and Joe are the A Team!

## WHAT IS SHARED LIVES ?

Shared Lives offers an alternative and flexible type of accommodation, care and support for adults. Our Carers are individuals or couples living in the local community and are fully trained by us. People who live in a Shared Lives setting actively share in the lives and activities of host families.

We offer day support, short breaks or longer-term care arrangements in the homes of approved carers in the community. We have a successful track record in building our service over many years, pioneering the drive for more person-centred and community-based care models.

We offer people the chance to stay in the community whilst being supported in a more normal and 'real-life' environment.

Shared Lives care is all about relationships, helping someone grow or maintain their confidence, make new friends and learn new skills.

Inspected and rated

Good



# DAY OPPORTUNITIES



## BEN'S STORY AS TOLD BY HIS MUM

I can't believe that it's nearly a year since I first met with Paula and her team at North Hub, part of Day Services at New Directions, to talk about Ben.

Ben had been through quite an ordeal at his last centre and I really didn't think that I would ever be able to trust anyone with my precious boy ever again.

Then Ben was lucky enough to get a placement with the North Hub and you and your amazing team changed all that.

Ben has been welcomed with open arms into a world that understands him, that embraces his cheekiness, celebrates his uniqueness and engages with him fully.

# Ben's Journey With DAY OPPORTUNITIES

The timetable of well-thought-out activities put together for Ben enables him to have so much fun whilst still keeping his mind and body active - rebound therapy, swimming, sensory play, and intensive interaction to name but a few.

The team are always happy, encouraging and enthusiastic and seems to enjoy these activities with Ben as much as he does.

What you have achieved with Ben in the short space of time he has been with you is nothing short of phenomenal! His confidence has rocketed, as has his independence and his communication skills are improving day by day.

The Hub itself is fabulous, light, bright, and spacious with wonderful artwork adorning the walls it really feels like a welcoming warm safe space, not to mention the delicious smells from the kitchen that makes your mouth water.



## AT A GLANCE



People supported  
With complex needs



People supported across  
North and South Hubs



Social, therapeutic and  
wellbeing activities offered



Increase in people  
supported by Day  
Opportunities this  
year



Community group  
partners across  
health, education  
and physical activity



Hours provided at  
North and South  
Hub weekly



When I see the wonderful setting you have I can see that it is all thanks to a dedicated, professional and knowledgeable team who are always approachable and happy to help with anything we may need. I know that when I walk away and leave Ben with you that he is safe hands and living his best life.

If I had to sit and draw up a blueprint for the perfect day centre provision it would be the North Hub!

So huge thanks for everything that you have done and everything that you provide for Ben, you really have an amazing service and you should be so very proud of what you all achieve everyday. Thank you again from the bottom of our hearts.



## WHAT ARE DAY OPPORTUNITIES?

New Directions' Day Services includes a range of facilities and services, including dementia specialist and senior adult day services which are covered in more detail in this Annual Review.

This chapter explores two of the larger services, North Hub and South Hub. North Hub, based in Southport, is a day activity hub for adults who have additional support needs due to learning and/or physical disabilities, autistic spectrum disorder, and people who people who have complex care and health needs.

North and South Hub's approach is centred on providing opportunities to build confidence and improve independence through therapeutic activities, social interaction, and inclusion.

These services are for adults who have additional support needs due to learning and/or physical disabilities or are on the autism spectrum.

South Hub aims to provide a caring and friendly environment and enable the people who attend the service to keep physically active and stimulated by social interaction and activities centred around individual interests and aspirations.

South Hub also has extensive grounds with an attractive garden and growing area which are integral to much of the activities enjoyed by the people South Hub supports.

# INTERMEDIATE CARE



## CHRISTINE'S STORY

**After I retired as a Headteacher in a lovely primary school in Bootle I started to drive a pharmacy van delivering medicine and other supplies to care homes around Southport. Some were better than others; imagine my surprise when I found myself being supported following a leg amputation at one of the best ones I used to visit!**

**I came to Chase Heys on discharge from hospital after an emergency leg amputation - only just below the knee, but I think my horse riding days are behind me - and I knew it was the best place for me not only because of how I remember it from my van driving days but also from the immediately warm, friendly, and caring way the team welcomed me to their 'home'.**

**A home which became my home for 16 weeks - although the great work of the team means most people's stays are much shorter; I do like to be different!**

# Christine's Journey With CHASE HEYS

I was at a very low ebb when I arrived at Chase Heys, and I don't shy away from the fact I was indeed suicidal.

The pace of change really affected me, as it was only several days from seeing a GP to having the operation - removing a piece of me.

I know that the average stay at Chase Heys is a matter of days or at most a week or two as people get ready to go home after coming out of hospital. As I always like to be, I was different.

I had to wait for my prosthetic leg to be built, and I had a considerable amount of physiotherapy to undergo. But this extended stay quite probably saved my life, saved me from doing something that couldn't be undone.

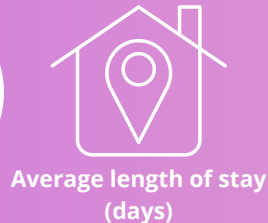
I am a firm believer in fate, and I think I was destined to come to Chase Heys to learn some lessons.



The first was that I was not alone. The team at Chase Heys was looking after lots of other people in similar situations as me - and having a great time doing it, both the staff and the people they were caring for.

I could have been a recluse, sitting alone in my room. Both staff and my peers encouraged me to emerge from my room and from then on I was hardly back, enjoying the company of new fast and firm friends.

## AT A GLANCE



Inspected and rated

Good





The second was to accept, and indeed embrace, what had happened to me. I didn't think I could cope with a missing leg, but the entire team really showed how resilient I could be.

Even the physical layout of Chase Heys played a part in my rehabilitation and my emotional wellbeing; I have been free to move around, both in the wheelchair and on my prosthetic, and have the biggest or smallest amount of space to explore that suits me at the time.

That sense of independence from being allowed to move throughout the building is unquantifiable.

I am safe at Chase Heys and I am looked after so incredibly well and I know I wouldn't have been remotely as accepting of my situation anywhere else. But it is time to go home, back to my two dogs and my cat.

I have been away too long from them, but without the team at Chase Heys I don't want to think about how much longer it could have been for them.



## WHAT IS INTERMEDIATE CARE ?

At its heart, the Intermediate Care service is designed to provide holistic assessment and support to enable people to return to their home environment wherever possible.

Working with health commissioners and wider Adult Social Care partners the aim of the service is to offer increased activity in the home first pathway, hospital avoidance and a reduction in long-term placements.

The service helps people improve their mobility and regain daily living skills to enable them to live independently in their own home. The service is supported by a number of organisations which consist of a local GP practice who oversees the medical needs of the patients during their stay.

MerseyCare teams provide therapy alongside the New Directions team who provide reablement and support with daily living tasks.

Chase Heys and James Dixon Court, the two main centres for Intermediate Care, have evolved over the years to enable the service to meet the changing systems demand and the needs of the community. For example, a pilot project – subsequently extended due to its significant success – works closely with Southport and Ormskirk Hospital NHS Trust to provide 'Discharge 2 Assess' meaning the Trust can discharge into Chase Heys where assessments and therapist-led interventions can be delivered before discharge to their place of residence.

# BROOKDALE



## PATRICIA'S STORY AS TOLD BY HER DAUGHTER JACKIE

**We have our mum back, and it is both unbelievable and incredible. Pat was diagnosed with dementia a year or two ago, and from that point on, she went downhill very quickly. Before Brookdale, Pat struggled to find purpose - or even to get out of bed. If she spoke it was to say she wanted to die.**

**But as I say that was before Brookdale. After being recommended Brookdale by a number of people, from friends who had loved ones supported by the service to Pat's health and care support network, we looked at what the day service had to offer - both for Pat and for our family.**

## Pat's Journey With

# BROOKDALE

What was immediately apparent was that they lived their values. The service says it promotes dignity and independence, and that it takes a person-centred approach to care. What this means in action is absolutely unbelievable.

From the staff to the bright, warm, uplifting environment and beautiful gardens - when the Ainsdale sun shines - everything at Brookdale is fixed solely on providing the best possible experience for the people using the day service.

We started coming to Brookdale twice a week, but now we come every day as the difference it has made is simply breathtaking. She is indeed now independent and has had such a dignified, caring experience that we have our mum back.

She is laughing and joking, and she has made so many new friends. She actually knows she who is now, and who her family is - which is both a great relief and heartbreaking that before Brookdale she was so lost.



She is recognising places and people she had no idea or recollection of before, and the family interaction we now enjoy (again!) has meant so much for all of us.

## AT A GLANCE



Community group partners



Therapeutic group activities every week



Health partners including Merseycare NHS Trust



People supported each week

**I don't have to say that living with someone with acute dementia is hard, as pretty much all of us knows a loved one or friend who is in the same spot, but the transformation in Pat has brought a joy to everyone who knows her.**

**If your parents or loved one have dementia, please, please come and look at Brookdale. The staff here are nothing short of miracle workers.**

**The work they do, the care they give has been a real lifesaver for Pat and for us.**

**The difference you will notice in your loved ones will be unbelievable - and I am speaking from first hand experience.**

## **WHAT IS BROOKDALE ?**

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**Brookdale is a unique, specialist day service for people who are living with varying stages of dementia. The service is provided in partnership with a number of health providers.**

**Located in Ainsdale, Brookdale has a bright, warm, uplifting environment, with a beautiful private garden attached, perfect for an afternoon of fresh air in warmer weather.**

**Brookdale offers a safe, secure, and stimulating environment that always promotes dignity and independence. The centre promotes a flexible person-centered approach to all aspects of care.**

**Therapeutic group activities are offered daily, a varied programme including exercise to music, sensory stimulation, reminiscence/recall therapy, arts and crafts, outside activities and gardening, memory jiggers, floor games, jigsaws, music therapy and entertainment by professional artistes.**

**Supporting people to remain part of their community is very important, with outings to parks, garden centres and other attractions arranged regularly.**

**The Brookdale Manager and team understand the difficulties people living with dementia and their carers and families face with this progressive illness and are on hand to listen and give guidance, encouragement, advice and support.**

**Brookdale offers a holistic service for both the person supported and their family; the relationship we build with family members is vital in supporting the journey.**

**The respite and reassurance the services provide to families means the people supported can remain in the family environment longer - and enables family members the flexibility and support to live their own lives.**

**Our staff is dedicated to meeting each person's individual needs, considering their preferences, wishes, and aspirations for future care.**

# SUPPORTED LIVING



## HANNAH'S STORY

**Halloween was amazing. I had a party at my house and I invited all my friends in supported living. I thought of the theme for the party, went out and bought all the food and sweets! I opened the door to the Trick or Treaters every time they knocked and had a chat with them and gave them their treats. No tricks this year.**

**It has not always been like this, not close. I came to Poulson Drive (one of Supported Living's tenanted homes) five years ago from my family's home. I wanted to be more independent from my family and live in my own home.**

**I can get upset and angry at times but I didn't know that it could make it so hard to make friends. Since living at Poulson Drive they have helped me work out ways to cope with anger and bad feelings which usually make me shout and swear.**

# Hannah's Journey With SUPPORTED LIVING

I didn't like feeling angry, the only way I can describe how it made me feel is by telling you my mind feels crumbly and I struggle with how to handle the rest of my day.

My emotional wellbeing has really improved and I know how to stop things getting out of hand. When it does feel like it might, I now go for a walk around the block by my house or listen to relaxing music.

One of the best things that living in Poulson Drive has given me is the ability to know what others may be thinking or feeling. And I know that no one really likes it when my passionate nature (their words!) comes out so my relationships with the other tenants in Poulson has really improved.

Understanding what other people think and feel, and what I need to give and to take to make a relationship work, is probably my biggest achievement at Poulson. I now have a wide circle of friends, and a boyfriend, and I have a community in which I play a big part.

These friends were the ones I invited to my very first Halloween party this year, and we had a blast!

Poulson has also helped me discover lots of other things about myself and things I like to do. I have my own part of the garden, which I look after throughout the year.



## AT A GLANCE (OF 11 PEOPLE SUPPORTED)



Individuals have maximised their independence reducing costs to commissioners

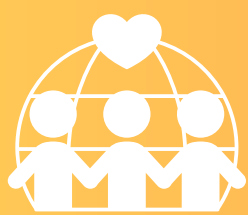


Inspected and rated

Good



People supported actively involved in community groups such as Mencap



Individuals volunteering and contributing in their community



In summer, there is nothing I like better than sitting in my egg chair in my garden, chatting to the neighbours.

And I bought that egg chair – a great thing about Poulson and New Directions is the support they have given me to be independent, especially with my money.

I now understand my benefits and how to manage my money in my bank account, and how much money I have got and what I can afford to buy. But I have also learned more about what bills I must pay and how to pay them using my account.

As I said, I could get very upset and angry but in truth, I was sometimes reacting to how other people saw me – and talked about me. My support staff encouraged me to get involved with MENCAP, this is where I met my boyfriend and lots of new friends.

I enjoy going to MENCAP, and with them I have been involved in a HATE CRIME awareness session for school children, to help them understand how words can be hurtful to people with learning disabilities like me.

I can now express myself to these young people, I can now make friends and have a boyfriend, I now have choices and make my own decisions.

I can now take part in my community and when I do get upset I can now go for a walk or sit in my chair in the garden until the upset goes.

I know that if I am not happy with something, I can tell the managers and they help me get it sorted – I feel I am listened to and that's so important to me.

No tricks at Poulson, just treats for me now. Thanks to everyone.

## WHAT IS SUPPORTED LIVING ?

New Directions' Supported Living service delivers care and support across four supported living houses, supporting people in their tenancies.

All have diagnoses of a learning disability, mental health conditions and/or autism and all equally wish to live as independently as possible.

The supported living service offers a place for people to call a home where individuals can feel safe, receive support, and develop their independence as a tenant, becoming a valued member of their community.

Each person is very much respected as an individual in their own right and is supported to connect to the community through friends and lifestyle, and their families.

The ethos of the service is based on empowering people to achieve their personal aspirations. People are actively encouraged to explore their dreams, wishes and goals.

A range of communication methods are utilised and tailored towards each individual.

All interaction with the people supported is delivered in a wide range of formats to ensure understanding as a basis to arrive at person-specific informed decision-making framed by a rights-based agenda.

# WATERLOO PARK

## JEAN'S STORY AS TOLD BY HER STEP- DAUGHTER JANE

**Jean my stepmother has advanced dementia, and has been supported by the team at Waterloo Park three days a week. In addition to the usual exceptional care she receives - she is given choice, she is given dignity and most importantly she is given empathy - the team at Waterloo Park may have recently given her the gift of life.**

**Jean's deterioration has been huge in the last six months and the team have changed the care package as needed, such as 1-1 care at home time, as Jean can get on the wrong bus, manning the gate when she goes out for a cigarette, helping keep her safe when she wants to give out teas, taking her into the community which is not an easy task, and constantly reassuring Jean to stay at the centre when she is always trying to "pick her kids up " or visit her (late) mother.**



## Jean's Journey With WATERLOO

The team are great at adjusting her care package as her needs grow and change, but she still gets to smile when she is at Waterloo which is totally down to the total care of the staff.

Recently, Jean attended the day centre when she obviously wasn't very well - she had been acting a little different which we as a family had noticed a couple of days before and we took to her GP and was told it was probably the side effects of her medicines.

Later that day I received an email off the manager of Waterloo Park, Michelle, using lovely caring words just making sure we were aware of the changes in Jean's behaviour that the staff had noticed in one visit to the centre!! How on the ball is that?



## AT A GLANCE



Community groups engaged, providing health, education, employment, cultural and community opportunities



People supported each week



Hours offered, Mon-Fri, 1000 -1600



Social, therapeutic and wellbeing activities offered



People supported with complex needs, ASD, learning and physical disabilities

A few days later, Jean again went to one of her sessions at Waterloo Park and became more unwell. She was vacant and shaking. The team alerted Francey the activity lead who knew straight away Jean was unwell and not herself.

Francey has a very good relationship with Jean, and she and another member of the Waterloo Park team, Lynn, took Jean to a quiet place for her own privacy.

Lynn believed she may have an infection based on her behaviour - by this time Jean couldn't carry her own weight. Michelle made the decision to call an ambulance.

The whole team worked together to notice, to alert, to plan and to arrange care via NHS - and Francey made a caring professional call to myself to update the family.

Jean was taken to Aintree hospital where she was diagnosed with an infection and admitted.

**Waterloo Park doesn't specialise in dementia, but the care is second to none, they know Jean inside out and detected she was ill when her GP didn't!!**

The paramedics did suspect sepsis at one point and this is life threatening but rest assured if any resident at Waterloo Park is in any danger or risk the staff will assist to the highest level and give total quality of care.

I am eternally grateful to all the staff at Waterloo Park who don't just do a job, they have a vocation to the people they support and as a family we will never be able to repay them. Truly a huge thank you to each and everyone of them.

## WHAT IS WATERLOO ?

Waterloo Park is a friendly uplifting service for people over the age of sixty.

Some of those who attend have additional support needs or are living with the early stages of dementia.

Waterloo Park promotes physical and mental well-being in a safe, spacious, and well-equipped environment.

Waterloo has a fully accessible building and garden.

We sit in a leafy lane in the heart of Waterloo with excellent links to community facilities.

Our dedicated team follows a person-centred approach with choice, dignity, and respect being paramount.

We promote independence and support people to remain in their own homes for as long as possible.

We promote a holistic approach and offer support and guidance to individuals and their families. We often signpost or refer to other services for specialised needs.

We offer very high standards of care. Due to extensive equipment and training, we can meet most aspects of our user's physical care needs. We seek professional services for specialist care such as District Nurse visits.

We also have an on-site kitchen that can cater to all your dietary needs.

# WOODLANDS



## ANDY'S STORY

**I would be dead by now without New Directions.**

Now, I am engaged to be married, about to move into supported accommodation (not 24-hour care like I have now) and most importantly I am now back in contact with my two amazing children again.

My story is familiar - mental health issues ('catastrophic depression' a health care professional said once) combined with alcohol dependency. However, unlike too many people in similar circumstances to mine, my story is still being written with the help of the team at Woodlands in Bootle. And I can't wait to see how the story turns out!

In terms of time, my journey to Woodlands was relatively short but I seemed to have packed a lot of heartache, misery, loss and destruction into it.

# Andy's Journey With WOODLANDS

In 2017 I had a great job, was on good money and living with my partner and our two young children, a boy and girl, in a three-bed house in Southport.

Then in a couple of months I lost it all; I had to move out from my family, I lost my job and was living in limbo. This lasted until 2018 when my partner made the split very final, including no access to the kids.

I don't know if I had issues with my mental health before then, or if my good life was masking symptoms, but depression came on with a vengeance.

So much so I was admitted to the Hesketh Centre mental health service five times - including once for more than year locked up in that place.

During all this, my mum died and I somehow got - and kept - a flat in Southport. It was outside this flat that my journey to Woodlands began.

Not sure what actually happened, but I guess I was beaten up outside the flat; I woke up in the emergency department.

It was while I was in A&E that my social worker rang Woodlands and basically said you either take him in an emergency respite order or he'll be dead before Christmas.

And it really was just before Christmas when places should be winding down, but the Woodlands team immediately agreed to welcome me - black eyes, broken ribs, bruising and all.

Emergency respite turned into normal respite and then after about a month I became a tenant at Woodlands. And I have never looked back!

It's coming up to Christmas again now, and I can look back on what Woodlands has done for me and what the team means to me.

From the most basic of things when I arrived, they helped me find clothes - not easy when my favourite colour is orange! - food and personal items; then they worked out what medications I was on and really (really) encouraged me to take them as I should.

## AT A GLANCE



Tenancy placements



Months, average length of stay



Tenants moved into own accommodation with low level support



Partnered organisations within the community



Moved into Supported Living



Individuals continue on their recovery pathway



Outcomes benchmarks for every supported person in a personal Resettlement Plan

**They then helped me with my benefits, got me to work out - and pay - my debts and showed me how to manage my money going forward.**

**The team do regular reviews which give me a great insight into how I am doing and what I can improve - one of things we agreed that needed improving was my impulsiveness (buying those orange clothes...).**

**The team also encourages a real sense of community at Woodlands, and I have met so many friends as well as my future wife Maria, who is also here at Woodlands.**

**With their help, I have tried to make the community even better.**

**The team allows me to organise day trips for my friends and tenants of Woodlands, and we have been to Chester, Blackpool lots of times, New Brighton and Wales.**

**The other tenants wouldn't be able to do these trips without me. I have become a mentor to the other tenants.**

**Which brings me to this Christmas, when I leave in the New Year I am still going to be a mentor at Woodlands because it means so much to me and I want others to have the same life saving experience I had at Woodlands.**

**There are some rocks in the garden that need painting in the summer, and I will come back to do that. I will always come back to Woodlands.**

**Painting a few rocks is nothing compared to the amazing new chapters of my story that Woodlands gave me.**

**I haven't had a drink in a year, my progress is so good that my ex-partner has allowed me to text and talk to my kids, and I am going to get married (not until August 2025, Maria wants a long engagement - but that is a story for another time).**

## **WHAT IS WOODLANDS ?**

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**Woodlands is a recovery-focused adult resettlement service that supports a complex, diverse cohort of people in order to facilitate their sustainable resettlement into independent living.**

**The service has a capacity for thirteen individuals; additionally, the service provides two short-term respite places for those people in urgent need of support and are threatened with homelessness.**

**We seek to support people with enduring mental health difficulties to live meaningful, satisfying and independent lives.**

**We place an emphasis on empowering individuals to take responsibility for actively managing their mental health in order to realise their personal aspirations and goals.**

**A recovery-focused approach is associated with a reduction in the need to avail of specialist health services, increased participation in paid and voluntary work, and an active engagement in the local community via a range of social activities, enhanced tenancy sustainability, and positive impacts on the maintenance of family units.**

# REABLEMENT & RAPID RESPONSE



## PAMELA'S STORY

**We are a short-term assessment service which is goals-led; we support and encourage people to become as independent, confident and capable as they were before whatever health emergency meant that they needed our help.**

**We are Reablement and Crisis Support, and I am proud to be a reablement worker in that team. I know you have heard from the people we support in the other New Directions services in this Annual Review, but I wanted to share what our team as a whole achieves for the hundreds of people who need our help every year.**

**The main reason for looking at what the team and I do lies with the nature of our service - we can support people from as little as a one-off visit or one to two-day sessions through to extended support while care packages are being put into place.**

## Pamela's Journey With

# REABLEMENT

A person's journey with Reablement and Rapid Response usually begins with a referral from our close colleagues in Sefton Council's social care team.

They arrange with our Care Coordinators a plan of care following the person being supported either being discharged from hospital or from the community as part of hospital avoidance.

The next step on the road is to understand what the person in our care needs - and wants - and how their physical environment can help or hinder that progress.

This assessment, undertaken for the most part by our excellent team of Trusted Assessors, feeds into the completed care or goal plan.

Somebody once asked what my day was like, and I said 'like no other'. Each day, even with the same person being supported, is unique and different.

In a nutshell, we offer a specialist service aimed at both helping people to recover from a health issue and to live a full life once again in their own home.

We break down what they want to do themselves and see how we can help them achieve those goals.

It could be as simple as making a cup of tea or prepare a meal in their own kitchen, or have assistance or support with showering. And some days they can do it, and some they can't.

But we are there to provide holistic support regardless - on the days they can't, I don't automatically do it for them but I gently encourage and coax them to make that cup of tea, prepare that meal or have that shower.

Together, we have the same goal - to boost independence, confidence and the ability to manage on their own, in their own home. And to make them independent and proud of what they have achieved!

## AT A GLANCE



No longer needing long term support (highest performance compared to other North West councils/providers)



Reablement average length of stay in days (national average 34 days)



65+ year olds accessing Reablement remained at home 91 days after discharge from service



Planned reduction of hourly costs to SMBC



Female/male split of supported people



15 hours a care every day of the week



When they achieve their goals – however lofty or more basic – my job is done. I delivered an outcome that the person supported said they needed to achieve, and through that enabled someone to live independently, confidently and happily in their own home – a reablement achieved by a problem-solving, solutions-driven team alongside a willing partner, our supported person.

# WHAT IS REABLEMENT ?

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Reablement is a short-term support service which helps people to regain skills they need for daily living lost due to injuries and health conditions. The majority of people who use our service have just been discharged from hospital.

The main aims of the service are to:

- Help people to remain living at home
- Help people achieve maximum independence
- Prevent hospital admissions and re-admissions
- Where appropriate, reduce the level of care and individual need

Reablement is the principle of helping people to support themselves rather than 'doing for them' or 'doing to them' that aims to promote wellbeing and help reduce unnecessary hospital admissions, re-admissions and delayed discharges.

The outcome of the assessment forms the basis of a support plan which helps people to regain the skills and confidence they may have lost and put them on the road to living as independently as they can.

New Directions' reablement service is based on the Trusted Assessor model. Our team of Trusted Assessors are highly trained and highly skilled and this ensures that our assessments are strength-based and bespoke to the individual's needs.

This model would not work so well if it wasn't for the support and feedback received from the reablement workers.

They are paramount to the service with their ongoing encouragement to all the people who use the service along with their observations of the progress made.

The Trusted Assessor model has evolved and it is because of this that we can provide additional support to our colleagues in Adult Social Care by way of supporting assessments in the community.

This enables Adult Social Care to prioritise the demand of more complex cases.

This partnership is key to supporting the Sefton community as a whole.



# SHORT TERM RESPITE



## THOMAS' STORY AS TOLD BY HIS DAD WILLIAM

Quite simply, I would be lost without the care my son Thomas receives from New Direction's respite service. Not only me, but Thomas and his brother as well. We are such a close family but sometimes we all need a break from each other, and that is what Aintree Lane's respite service provides.

I think Thomas was going to Aintree Lane since before New Directions took over nearly 20 years ago, and in all that time both Thomas and I have been ever grateful for the respite service the team provide.

Thomas gets 28 days a year at Aintree Lane, and I usually try to manage that as a mix of short mid-week breaks and longer one week stays, and the whole family benefits from time Thomas stays with the team.

# Thomas' Journey With RESPITE

Thomas has learning difficulties and special needs, is asthmatic and has other major health issues - including an emergency colostomy surgery while on holiday in Scotland which meant he now has a colostomy bag.

His brother - Thomas is 35 years old, and his brother Phil is several years older - is autistic and receives respite from another provider.

They both need a break from each other, and from me. And to be honest, I'd be lost without the service. I know it can seem selfish, but I do need time for myself, especially after a very traumatic Covid period in which the boys lost their mum and me my amazing partner.

Thomas loves going to Aintree Lane; he enjoys the staff and the other people the team look after while he is there.

They do things with him he would normally not do with me, such as go to the movies, have days out and regular events in the house. And to go to Comic Con in Liverpool Arena, an annual event keenly anticipated!.

He also has access to computers at Aintree that help him communicate, but importantly they let him interact with a world wider than either Aintree Lane or me. It is a great way for him to live out his comic and gaming fantasies.

Unlike so many things in his life, the computers are not looking for anything from Thomas.

Over the years, the Aintree Lane team have always gone the extra mile for Thomas and me.

They are extremely flexible with bookings so I can make sure both Thomas and his brother are in respite respectively at the same time, giving us all a break from each other!

More importantly, they have helped overcome barriers for Thomas - especially around his colostomy bag.

Aintree Lane doesn't just impact Thomas - his brother benefits from Thomas's breaks just as I do. We all need the service, and we all appreciate what Thomas enjoys through staying at Aintree Lane.

## AT A GLANCE

10/2



Ten beds over two locations

42



People supported with Autism Spectrum Disorder

133



People supported

50



People supported with a physical disability

110



People supported with a learning disability

Inspected and rated

Good





## WHAT IS RESPITE ?

New Directions offer two respite services, Poplars in the North of the borough and Aintree Lane in the South. The services are for those who have a diagnosis of physical and learning difficulties. We also provide an alternative community-based respite service through Shared Lives.

The service supports individuals with complex health and behavioural needs, accepting both planned and emergency respite.

A person-centred care plan is created for all individuals who access the service. The care plan encompasses all aspects pertaining to the individual's well-being, promotion of independence and medical and social aspects.

The respite provided offers both the individual and their family at home, time to have a break from their usual routine. This helps to maintain family relationships.

Those who use our respite services are encouraged to develop new skills including life skills, such as cooking and self-care.

It is also an opportunity for individuals to meet others and form friendships, developing social skills.

These are all key attributes that will support the person when the time is right to move on from the family home. Many activities are planned whilst at respite such as dining out and trips to the cinema, bowling and local shops.

New Directions Respite services work in line with the Care Act 2014, ensuring carers like William are supported to have a short break from their caring responsibilities, providing positive outcomes for both the people we support and their carers.

# STAFF CHAMPIONS



# ISABEL & CATHY'S STORIES

**I am one of the newest members of staff at New Directions, so forgive my cheek for grabbing the role of telling the story of the amazing people who work at New Directions.**

**My story – brief as it is – really captures the heart and soul of what New Directions is, does and provides to hundreds of people across the Sefton borough, and the staff who deliver that difference on a daily basis.**

**I am an apprentice and this is my first full time job. Since leaving college I had experienced a couple of roles within care but sadly I didn't feel I got the right support I needed. The apprenticeship programme that New Directions has introduced will give 13 other people like me the chance and support to establish a career in adult social care.**

**And, true to New Directions' values, the apprenticeship programme is designed to give people in care, those leaving care or others who may have some difficulty entering the world of work a real opportunity.**



**As part of the apprenticeship, I will be rotating through a number of different services provided by New Directions. At the moment I am working with a great team at Lyra Road, one of New Directions' Supported Living homes.**

**I have learned so much already from the team, seeing how they encourage the people we support to be as independent as possible. It is so different to the other care environments in which I was involved – not only the quality of care, but also the lengths the staff go to to really understand and know the people they support.**

**Seeing this, I now know that I can make a difference, to go the extra mile to support people to develop their independence and confidence, make friends, improve health outcomes and support mental health and wellbeing.**

**I strongly recommend any young person to grab the chance to work with such a supportive group of people, my New Directions family.**



As Deputy Manager of the Supported Living service, I am very protective of the people in my care, and the staff that deliver such remarkable outcomes for them.

However, I was buzzing after being part of Isabel's interviewing process – the apprenticeship programme was something new and exciting and I wanted to be a part of it.

Isabel gave an excellent interview, showing an interest, knowledge and the right values to work in care and had a willingness and a desire to learn.

I came away from the interview excited and wanting to be a part of the apprentice's journey to a new career.

My hope is that Isabel and apprentices that follow can build on my experience and be inspired to have their own successful journeys with the company.

To be able to give Isabel her first placement and an opportunity to be part of the supported living team is incredible.

Through her working with our fantastic supported people, the whole team is sharing our knowledge and experience with her, nurturing Isabel to see she can have a valued and rewarding role with job satisfaction supporting people to live in their own homes, making their own choices to live an independent life as possible.

Hopefully, we can make an impression on Isabel and others who follow her lead that this is a vocation, a career and a calling that they want to continue doing for many years to come.

**CATHY SWAILES**

**DEPUTY MANAGER FOR  
SUPPORTED LIVING**





## MESSAGE FROM THE BOARD AND LEADERSHIP TEAM

As a value-based company, we aim to make decisions that prioritise the individuals we serve, and this publication is no exception.

Above all else, we are dedicated to the well-being of those we are privileged to support.

The stories in this report provide a flavour of the lives of individuals whose stories inspire and motivate us to improve and learn continually.

It is heartwarming to hear and feel individuals' experiences in their own words.

Our company was established by Sefton Council 17 years ago, and we have always prioritised the interests of local people while making important decisions.

We have taken on local contracts from failing providers, and our teams have improved the quality of services for local people.

Making decisions in line with our values is important to the Company and the Board, and as an organisation, we continually want to learn and improve.

We are immensely proud of our positive impact as we seek to improve outcomes for individuals on their journey, and we hope the stories shared in this report reflect this.



**MARK FOX**  
**MANAGING DIRECTOR**

*The fantastic staff and volunteer team positively impact people's lives as they consistently go the extra mile to prioritise their needs. On behalf of the Board and the leadership team, we sincerely appreciate their unwavering commitment to delivering the highest quality of person-centred care.*



**DIL DALY**  
**CHAIR**



**The fantastic staff and volunteer team positively impact people's lives as they consistently go the extra mile to prioritise their needs.**

**On behalf of the Board and the leadership team, we sincerely appreciate their unwavering commitment to delivering the highest quality of person-centred care.**

**Over the last couple of years, we have worked hard to redesign services to meet the changing needs of local people.**



**This has included redesigning Woodlands into the Borough's first mental health recovery unit, creating a 2-hour urgent response reablement team to support hospital discharge, implementing a Trusted Assessor approach in reablement, and redesigning two of our bed-based facilities, Chase Heys and James Dixon Court, to help individuals move from hospital, to be independent at home.**

**This has been made possible due to our strong partnerships with local commissioners from Sefton Council and the NHS. We are committed to maintaining and strengthening these relationships to face future challenges.**

**As a learning organisation, we will continually design or redesign services that meet local needs and positively impact people's lives. We hope you have enjoyed reading the stories shared by individuals from New Directions, and we look forward to many more.**



# VOLUNTEER CHAMPION



## TONY'S STORY

**I support the comments from Dil and Mark about New Directions' staff team and volunteers impacting people's lives wholeheartedly. I am one of them.**

**After more than 10 years using the company's Day Services, I was offered the opportunity to join the Communications Team at New Directions' Head Office, and for the past three years I have been an integral part of that team, and the wider New Directions family as a whole.**

**I really enjoy the work I do in communications; it allows me to do what I love which is art and design, photography, and IT.**

**I feel empowered to bring these skills to the team - and to our community of people supported, their carers, families and friends.**

Mine is an individual story, but the values New Directions has invested in me – being people-focused, big-hearted, working together as one and being reliable and accountable – are clear to see in the other stories in this Annual Review.

I don't see myself as a volunteer but as a valued member of staff – and the characteristics of our staff are highlighted below. Together, we are making a world of difference in the lives of those we serve.

As a person formally supported by New Directions, I know what it means to be part of New Directions, going to a service two days a week.



I enjoyed the activities that they provided and without this vital service my life back then would be of great difficulty as it prevented me from being bored and depressed, so I thank them a lot for this. I really enjoyed it.

Over the years my skills have developed greatly during my time as a service user, which has led me to my current role. Working with the team has hugely benefitted me in terms of raising confidence, being able to work as part of a team and improving my other skills such as communication and having self-belief.

I know in the future I will be enjoying doing what I do best and help the team as much as I can.

# OUR PEOPLE

We take the well-being and learning, and development of our workforce seriously; during the year, we: -

- Successfully recruited and onboarded 63 new employees.
- Implemented a values-based recruitment process for senior positions in the company.
- Co-produced a workforce development plan with 10% of the workforce.
- 12 staff completed professional management qualifications ranging from level 2 diploma to level 5 leadership management in care.
- A management development programme was created and delivered for senior leaders, including a 360-degree appraisal and feedback.
- Improved well-being 'offer' available through various actions such as active workforce promotion, EAP services, introducing a health and wellbeing menu, working in partnership with the trade union to promote health and wellbeing services available to staff and implementing a menopause policy and wellbeing policy.
- Produced a 'landing page' in partnership with training provider Impact Futures to support staff with career development opportunities.

## AT A GLANCE



STAFF TURNOVER, WHICH IS ROUGHLY HALF OF THE SECTOR AVERAGE OF 30%



VACANCY RATE WHICH IS BELOW THE NATIONAL AVERAGE OF 9.9%



OF NEW DIRECTION STAFF LIVE IN SEFTON BOROUGH



OPERATIONAL STAFF HOLDING RELEVANT SOCIAL CARE QUALIFICATIONS



LIVE IN THE MERSEYSIDE AREA



INDIVIDUALS VOLUNTEER WITH NEW DIRECTIONS



OF NEW DIRECTIONS STAFF HAVE DISCLOSED A DISABILITY





# GOOD GOVERNANCE

We can only prioritise the lives of the people we support by ensuring that the company has good governance. This includes quality assurance, financial management, human resource management, leadership, and decision-making.

During the year, we have strengthened the governance of the organisation: -

- Recruited three non-executive directors who are independent from Sefton Council.
- Appointed the first Chair, who is independent from Sefton Council
- Created a 3-year strategy.
- Improved the training and development of non-executive directors.
- Created a board assurance framework to monitor key areas of activity.
- Improved the risk management framework.
- Implemented a more robust quality performance dashboard to monitor and learn from incidents, accidents and near misses.
- commence learning and development programme and training, which is part of the company's aspiration to be a learning organisation.

## GOVERNANCE AT A GLANCE



# FINANCIAL

The Company has previously assisted Sefton Council by taking over some services that the prior providers had handed back to the Council because they were both loss-making and of poor quality (according to the Care Quality Commission).

New Directions improved their quality and ensured their continuation; albeit at a significant financial detriment to New Directions.

Operating at a deficit to support these vital services was a planned, strategic decision by the Board of New Directions.

The decision was made because of the partnership mandate between Sefton Council and New Directions as the Social Care Provider of Choice and because we could not deprive local people of services they desperately need.

## FOR FINANCIAL YEAR 2022 - 2023

TURNOVER FOR THE YEAR  
ENDED 31 MARCH 2023  
WAS

MANAGED A DEFICIT OF

CURRENT NET ASSETS  
(STRATEGIC RESERVES) OF



During the financial year, the Company made a planned exit from one of these loss-making contracts (Domiciliary Care). We managed this withdrawal in conjunction with our Council partners, ensuring that all service users continued receiving the service they relied upon from other willing, competent providers.

New Directions has, therefore, made a planned loss in 2022/23 and will continue to do so in 2023/24 as we have decided to continue to subsidise vital services for people in Sefton and expand reablement (utilising money from our reserves) in order to assist our shareholder, Sefton Council and to support local, vulnerable people.

During 2023/24, Sefton Council, in conjunction with New Directions, is conducting a strategic review to ascertain how New Directions can shape and improve its services for local people whilst also providing long-term sustainability for the company and stability for its staff and the people it supports.



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**To keep up to date with the latest from New Directions please visit our website and social media**

**[www.ndirections.co.uk](http://www.ndirections.co.uk)**

**Our core values**



**Big Hearted**

We are proud of the quality of care, empathy and kindness we offer to the people we support and each other.



**Count on Us**

We act in a way that you can rely on us to be able to meet the needs of the people we support and each other.



**Together as One**

We take pride in working as a team to deliver a very person-centred service.



**People Focused**

We recognise the importance of transparency, trust, recognition and development within our workforce.



**NDirectionsCare**



**New Directions Ltd**



**[newdirectionssefton](https://www.instagram.com/newdirectionssefton)**