



**Praxis**  
care

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# Stakeholder Survey

## Service User Representative & Statutory Professional Views



FS 516518



INVESTOR IN PEOPLE

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## PRAXIS CARE STAKEHOLDER SURVEYS

Praxis Care is committed to listening to and responding to the views of everyone involved with our services. One way in which we achieve this objective is by carrying out large-scale stakeholder surveys. This report is concerned with data collected during 2009/2010 which elicited the views of:

- Service User Representatives (e.g. family members; advocates)
- Statutory Professionals (e.g. Senior Managers; Consultants; Key workers)

The information gathered from stakeholder surveys is used to improve upon the services we provide.

### ADMINISTRATION OF THE SURVEY

Questionnaire packs were administered to each stakeholder group. Each pack contained a cover letter from the Executive Director, a standardised questionnaire, an information leaflet and a pre-paid envelope. To encourage a positive response rate, Service User Representatives received their packs from Praxis Care Scheme Managers. The majority of Statutory Professionals received their packs by post, although some received their questionnaires electronically. All questionnaires were coded prior to administration and returned in a pre-paid, confidential envelope to the Research Department. One reminder was administered to individuals who had not responded to the first mailing. This reminder contained a cover letter, an extra copy of the questionnaire and a pre-paid envelope.

1304 questionnaires were administered across these two stakeholder groups. 536 questionnaires were completed and returned, a response rate of 41%.

Four main areas were covered in the survey:

- Relationship with Praxis Care
- Communication
- Complaints & Feedback
- Service Provision & Development

### FURTHER INFORMATION

Further information on either this survey or other Stakeholder Surveys (Service Users; Staff; Housing Associations; Suppliers) can be accessed via the Praxis Care Website or by contacting the Praxis Care Research Department:

**The Research Department**  
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## SECTION ONE

### RECOMMENDATIONS: SERVICE USER REPRESENTATIVES

**7 out of 10 service user representatives rated Praxis Care as an 'excellent' organisation. This is a very positive finding for the organisation.**

- ✓ The challenge for the organisation is to focus its attention on the 30% of service user representatives who gave the organisation a rating of 'good' or lower. Many of the recommendations below will suggest ways in which this can be achieved.

Managers and staff are to be congratulated on the positive relationships they have developed with service user representatives which has contributed to these positive ratings.

**8 out of 10 service user representatives rated the quality of the Praxis Care services provided to the service user as 'above average' or 'excellent'.**

- ✓ This very positive finding should be disseminated widely throughout the organisation as a way of recognising the excellent work staff members carry out on a daily basis, of boosting staff morale and to encourage staff to continue to put quality at the centre of their work.

**Over a quarter of service user representatives stated that they had 'limited' or 'very limited' information on the work Praxis Care carries out.**

- ✓ It is to be expected that service user representatives will be most familiar with the specific service their family member receives; however, the organisation should ensure that service user representatives have access to more general information about the organisation. Schemes should have a general information leaflet available at the scheme which provides an overview of the organisation, its underlying principles, its geographical spread and type of services provided. This leaflet should be made available to all service user representatives.

**Service user representatives were asked about how they would like to be kept up to date with information about Praxis Care.**

- ✓ By far the most popular method of being kept informed was via a newsletter. Where schemes produce their own local newsletter, managers should ensure all service user representatives are offered a copy.
- ✓ Schemes which do not produce their own local newsletter should liaise with a scheme which does this successfully to determine if their scheme has the skills and resources to develop its own. Where several schemes are located in close proximity, a 'zone' newsletter could be developed including contributions and updates from various local schemes. This would reduce costs and also give service user representatives a broader perspective on the work of the organization.
- ✓ Consideration should be given to the organisation producing a newsletter for external stakeholders.
- ✓ 1 in 4 service user representatives stated they would like to receive the organization's annual report. Schemes should be provided with additional copies of the most recent Praxis Care Annual Report and arrange appropriate distribution.
- ✓ Praxis Care currently produces a monthly e-zine bulletin which includes the latest news, updates on fundraising events and scheme developments across the organisation. The circulation list could be extended to include interested service user representatives, as 17% stated that email was their most preferred method of being kept informed.

- ✓ 1 in 10 service user representatives stated they would prefer to be kept up to date via the internet. Schemes should ensure that all correspondence going from the scheme (e.g. letters, leaflets) include the Praxis Care web address so that it is readily available to service user representatives.

**Given the growth of personalised budgets in England, the organisation wanted to determine whether service user representatives would choose Praxis Care if the government gave them money to purchase services. The vast majority (93%) stated they would purchase services from Praxis Care.**

- ✓ The organisation needs to look closely at the reasons why a small number of service user representatives indicated that they would not purchase services from Praxis Care and, where possible, resolve these issues.

**A third of service user representatives indicated that they felt only 'partly' or 'not at all' involved in decisions about the service user.**

- ✓ Praxis Care is aware that the views of the service user are paramount and some service users may choose *not* to have their service user representative involved in the decision-making process. However, where service user representatives can be involved in a decision-making process, managers at schemes need to ensure representatives are invited to attend meetings where it is appropriate; that they are informed well in advance of meetings taking place; and that they are given clear feedback when a decision has been made regarding the care and support of the service user.

**9 out of 10 service user representatives stated that the Praxis Care service had a positive impact on their own quality of life.**

- ✓ It is important for staff members to be continually reminded of the value of the work they do, not only in relation to the impact it has on the quality of life for the service user, but also the beneficial impact the service can have on his/her family representative. Reminding staff members of the value of their work can have a positive impact on staff morale and job satisfaction which can in turn positively influence the quality of the service provided.

**The quality of Praxis Care staff was rated as the most important factor in delivering a quality service.**

- ✓ As staff is the organisation's greatest asset, Praxis Care should continue to invest in training staff to a high professional standard. Given the current squeeze on resources, the organisation needs to continue to prioritise staff training and development to ensure the quality of the service provided remains high. Senior Managers, the Staff Development Department and groups such as Work Force Planning should continue to identify the most cost-effective ways to train, mentor and develop staff.
- ✓ The organisation needs to continually strive to value its staff members via supervision, appraisal, training and rewards.

**Almost all service user representatives (93%) stated they would purchase services from Praxis Care. This is good news for the organisation as they look ahead to plan for changes to funding services. Praxis Care needs to build on this good relationship and ensure it is providing the best services possible which meet the needs of the service user.**

## SERVICE USER REPRESENTATIVES' DATA<sup>1</sup>

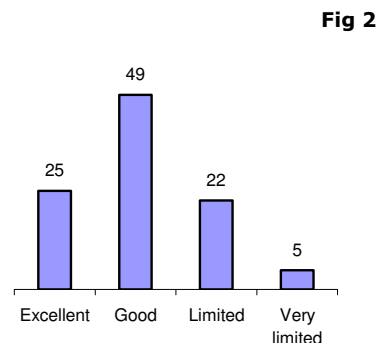
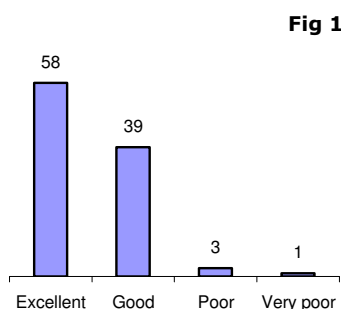
809 questionnaires were administered to Service User Representatives. 340 questionnaires were completed and returned, a response rate of 42%. Table 1 below provides a breakdown according to service user group.

**Table 1**

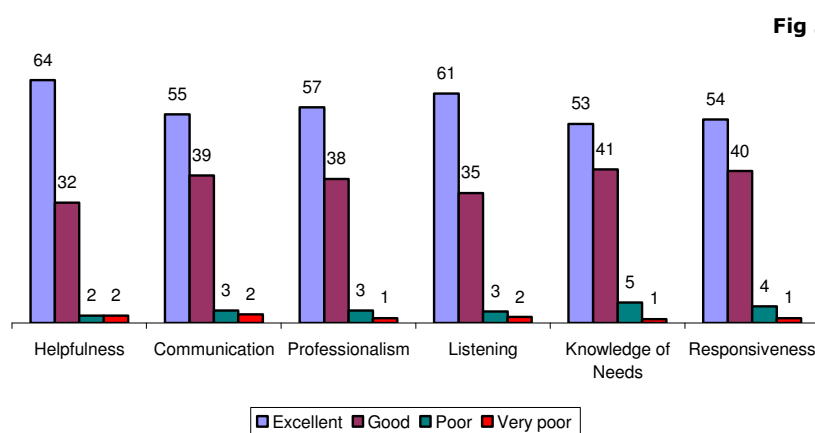
<b>Mental Health</b>	443 administered	177 returned	40% response rate
<b>Learning Disability</b>	286 administered	130 returned	45% response rate
<b>Older People</b>	80 administered	29 returned	36% response rate

### Relationship with Praxis Care

Service User Representatives were asked to rate their relationship with Praxis Care. Almost 60% indicated that they had an 'excellent' relationship (Fig 1). 74% reported an 'excellent' or 'good' knowledge of the work Praxis Care carries out. (Fig 2).

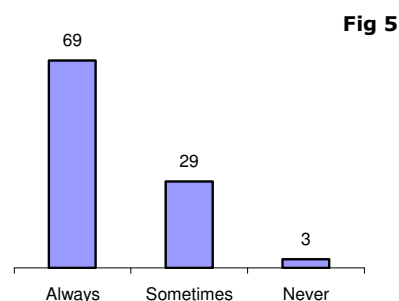
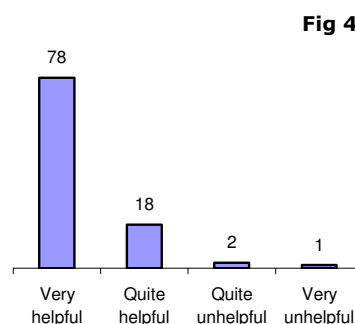


Representatives were also asked to rate Praxis Care staff in six key areas: helpfulness; communication; professionalism; listening; knowledge of needs; responsiveness (Fig 3). 'Excellent' was the most frequent response in all six areas. The helpfulness of staff and their willingness to listen were rated particularly highly.



### Communication

Service User Representatives reported that 78% of Praxis Care staff were 'very helpful' when they requested information (Fig 4), with almost 70% rating the information they received as 'always adequate' (Fig 5).



<sup>1</sup> All figures in charts throughout the report are percentages. Due to rounding, totals may not equal 100.

Representatives were also asked how they would most like to be kept up-to-date with information from Praxis Care. The most common response was via newsletter (Table 2: 55%). AGMs were the least common chosen method of communication (3%).

**Table 2**

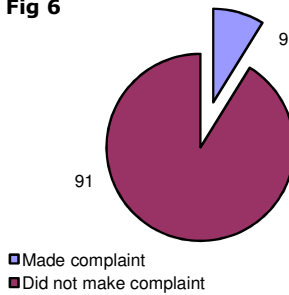
<b>Newsletter</b>	55%	<b>Annual Report</b>	25%
<b>E-mail</b>	18%	<b>Forums/Meetings</b>	18%
<b>Website</b>	11%	<b>AGM</b>	3%

## Complaints & Feedback

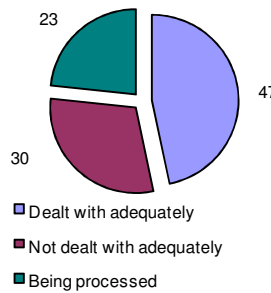
Service User Representatives were asked whether they had made any complaints to Praxis Care in the previous 12 months. Only 9% had made a complaint (Fig 6). Of those who had made a complaint, almost half indicated that their complaint had been dealt with adequately (47%). A further 23% reported that their complaint was being processed (Fig 7).

47% of respondents had provided positive feedback (verbal or written comments) to Praxis Care in the previous 12 months (Fig 8).

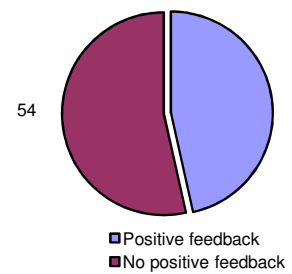
**Fig 6**



**Fig 7**



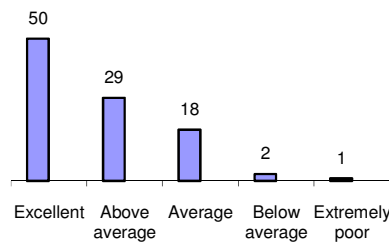
**Fig 8**



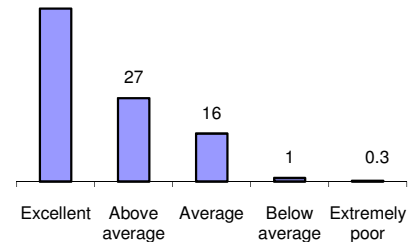
## Service Provision & Development

The range and quality of services provided by Praxis Care were rated very positively by Service User Representatives. One in two respondents rated the *range* of services as 'excellent' (Fig 9) and 56% rated the *quality* of services as 'excellent' (Fig 10).

**Fig 9**



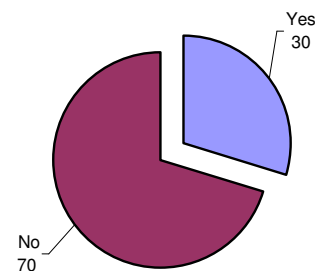
**Fig 10**



30% of respondents indicated that they would like Praxis Care to provide new areas of support (Fig 11). Providing or increasing activities for service users was the most frequently proposed area of support. Teaching life-skills to service users was also a common suggestion (e.g. personal care, encouraging independence). Other suggestions included:

- More befriending services
- Increase staffing
- Home help/visits
- Regular reviews
- Transport (e.g. to activities)
- Increase respite opportunities
- More one to one support
- Emergency home help
- Greater hours of service
- Bereavement support
- Residential care
- Long-term care
- Services for 'older' young people
- Aftercare after discharge
- Assistance with spiritual needs
- Help attending appointments
- Preparation for work
- Improving the transmission of information
- Greater involvement of families
- Disability-friendly facilities

**Fig 11**



Given the growth of personalised budgets in England, the organisation was keen to find out from Service User Representatives whether, if the government gave them money to purchase services, they would choose Praxis Care. As indicated in Fig 12, 93% of respondents indicated that they would choose Praxis Care if the Government gave them or the service user money to purchase services.

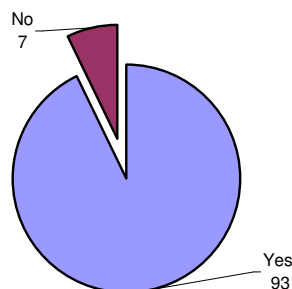


Fig 12

The majority of Service User Representatives indicated that Praxis Care had made a positive impact on the quality of both their life (96%; Fig 13) and the service user's life (91%; Fig 14).

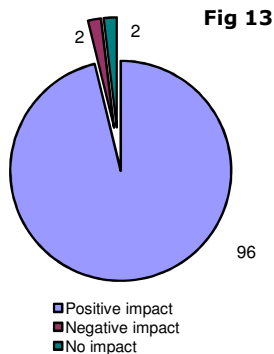


Fig 13

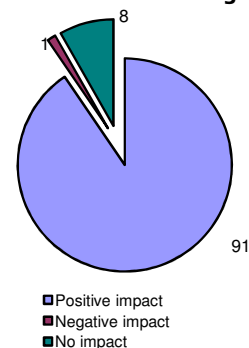


Fig 14

Service User Representatives were asked how well the needs of the service user were met in four main areas: personal/care; social/recreational; emotional/behavioural; support. As indicated in Fig 15, the majority of respondents indicated that needs in each of the 4 areas were 'fully met' (ranging from 68-78%).

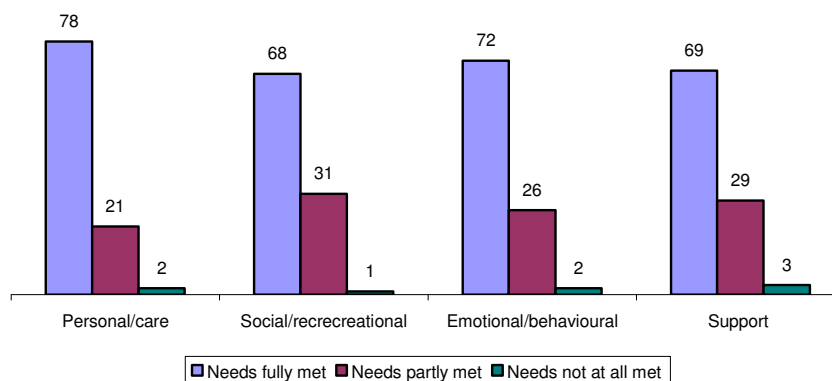


Fig 15

Representatives were also asked whether they felt Praxis Care involved them in making decisions with/for the service user. Two thirds of respondents indicated that they felt fully involved when decisions are made with/for the service user (Fig 16). Furthermore, 72% reported that they felt 'fully supported' by Praxis Care in their role as a Service User Representative (Fig 17).

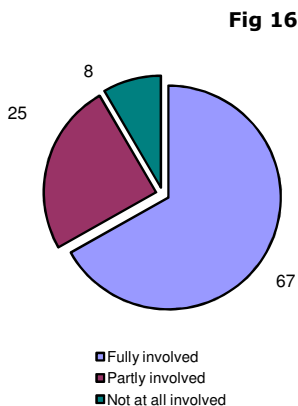


Fig 16

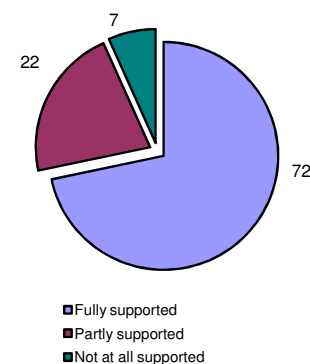
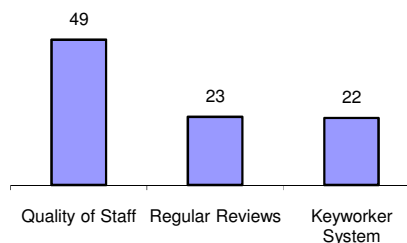


Fig 17

Respondents were presented with a list of options and asked to select the factor they considered to be *most important* for Praxis Care to deliver a quality service. As indicated in Fig 18, the factor rated as most important was quality of staff (49%), followed by regular reviews (23%) and the key-worker system (22%).

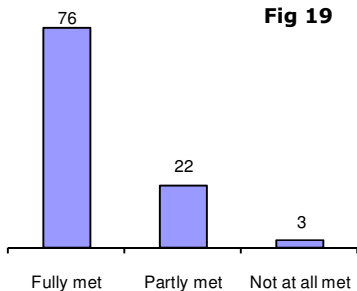
**Fig 18**



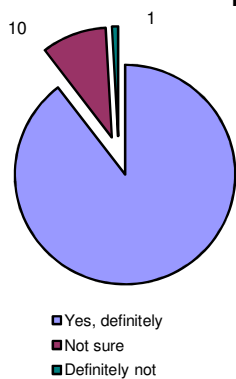
76% of Representatives indicated that Praxis Care 'fully met' their expectations of providing a service (Fig 19). Furthermore, nine out of ten reported that they would definitely recommend Praxis Care to others (Fig 20).

Service User Representatives were asked, taking everything into consideration, how they would rate Praxis Care as an organisation. As indicated in Fig 21, seven out of ten rated Praxis Care as 'excellent', with a further 28% rating the organisation as 'good'.

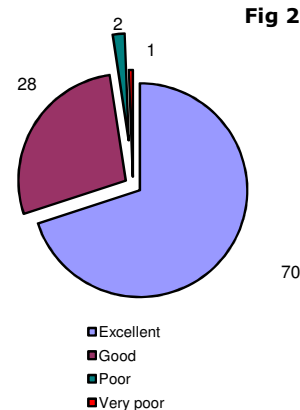
**Fig 19**



**Fig 20**



**Fig 21**



## SECTION TWO

### RECOMMENDATIONS: STATUTORY PROFESSIONALS

**98% of statutory professionals reported that they had an 'excellent' or 'good' working relationship with Praxis Care. This reflects very highly on the senior managers, managers and staff who liaise with statutory professionals.**

**Around 20% statutory professionals stated they had an 'excellent' knowledge of the work of Praxis Care. 1 in 10 professionals had a poor/very poor knowledge of the work of the organisation.**

- ✓ An information leaflet highlighting the diverse services provided by the organisation, the organisation's web address and a reply slip if they wish to receive the latest Praxis Care Annual Report/e-zine magazine, should be disseminated to relevant statutory professionals.

**The challenge for the organisation is to see a movement of those rating the organisation as 'good' to that of 'excellent' in the next survey in three years time. The recommendations below will provide specific ways in which to achieve this.**

**Overall, statutory professionals rated the qualities of Praxis Care staff members very positively. The most positive rating was in relation to staff 'being helpful'. Across all areas, a greater percentage of staff were rated as 'good' compared to 'excellent'.**

- ✓ The organisation needs to identify specific ways to further develop communication skills, listening skills and knowledge of service users' needs to increase statutory professionals' ratings of staff members skills as 'excellent'.

**Around 1 in 3 statutory professionals 'strongly agreed' that Praxis Care promotes user involvement, has a clear management structure and evaluates services effectively. Statutory professionals were less positive about how well Praxis Care manages change.**

- ✓ Given the continual demand for organisations to provide and develop services within the context of constant change (should that be changes to funding, legislation or staffing), it is imperative that the organisation not only manages this change effectively, but communicates this to relevant external stakeholders so they perceive Praxis Care to be an organisation which manages change both effectively and efficiently.

**9 out of 10 statutory professionals rated the organisation as either 'sometimes' or 'always' providing adequate information. 1 in 10 rated it as 'never' providing adequate information.**

- ✓ Having a central database containing statutory professionals' contact details, including their email address, would enable the organisation to email interested individuals a copy of the e-zine bulletin and updates on development.

**Statutory professionals were over 12 times more likely to provide positive feedback about the service than make a complaint. This is very positive and is to be encouraged.**

- ✓ Where professionals make a complaint, it is important that the organisation deals with this in a timely and professional manner. All staff should be reminded and have access to the complaints policy and procedure to ensure confidence in taking forward all appropriate action.

**The majority of statutory professionals stated that Praxis Care was innovative in the development of new services. Additional services recommended by professionals included befriending, day activities, day care and respite. Praxis Care currently provides all of the services mentioned. However, statutory professionals may not be aware of existing services, the services may not be available in their geographical area or they may not be available to the service user group for which they are responsible.**

- ✓ Praxis Care will continue to assess the need for additional support services and identify appropriate resources.

**Almost 9 out of 10 professionals stated that Praxis care was a 'preferred provider'.**

- This is a very positive finding. In implementing the recommendations from this survey, Praxis Care will strive to change the opinion of the 1 in 10 professionals who currently do not choose Praxis Care as their preferred provider.

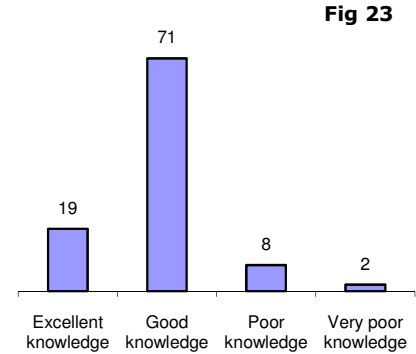
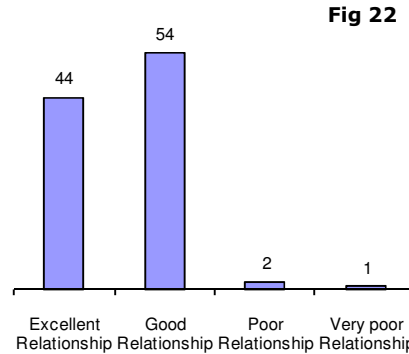
## STATUTORY PROFESSIONALS' DATA<sup>2</sup>

495 questionnaires were administered to Statutory Professionals. 196 questionnaires were completed and returned, a response rate of 40%.

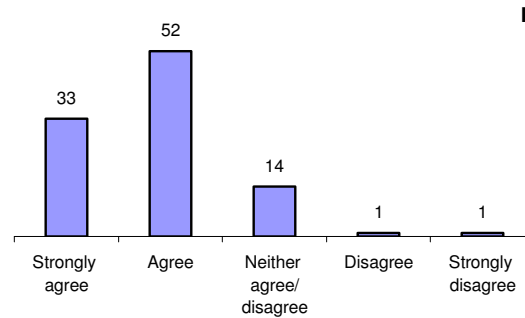
Almost half of respondents were Key Workers (48%), with a further 10% working as Team Leaders. Other professionals reported their job titles to be Consultants (9%), Senior Managers (5%) and Contracting Managers (4%). A further 24% indicated 'other'.

### Relationship with Praxis Care

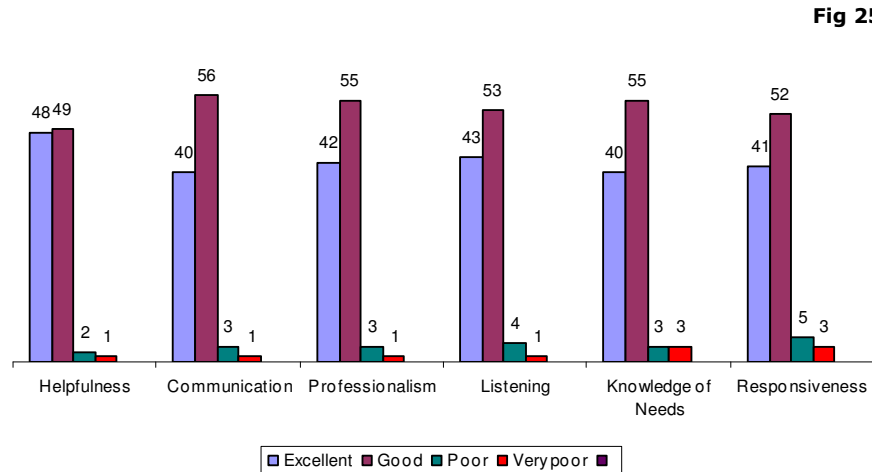
Statutory Professionals were asked to describe their working relationship with Praxis Care. As indicated in Fig 22, 44% described their relationship as 'excellent', with a further 54% indicating a 'good' relationship. 71% described their knowledge of the work Praxis Care carries out as 'good', while 19% reported an 'excellent' knowledge (Fig 23).



85% of Professionals either 'strongly agreed' or 'agreed' that Praxis Care is a quality organisation with which to do business (Fig 24).

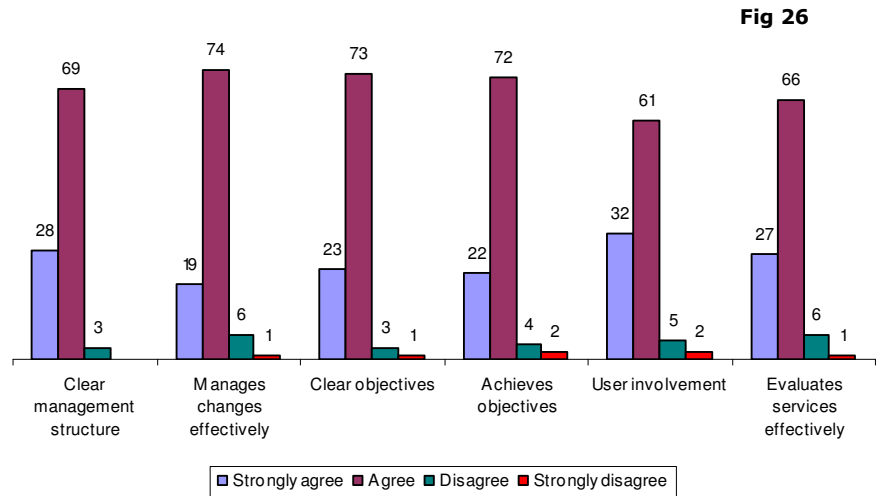


Statutory Professionals were asked to rate Praxis Care staff in six key areas: helpfulness; communication; professionalism; listening; knowledge of needs; responsiveness. As indicated in Fig 25, between 93% and 97% of Professionals rated staff in each of the areas as either 'excellent' or 'good'.



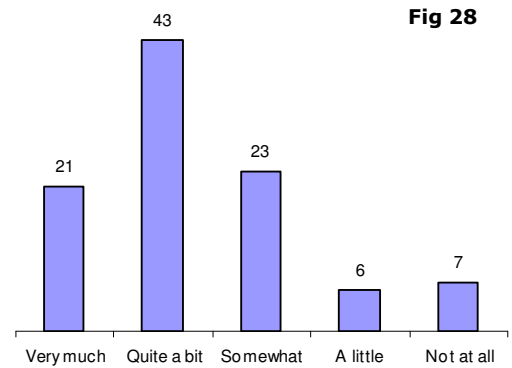
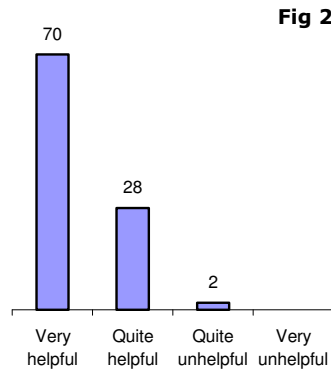
<sup>2</sup> All figures in charts throughout the report are percentages. Due to rounding, totals may not equal 100.

Professionals were also asked to indicate how much they agreed/disagreed with six statements about Praxis Care (Fig 26). The organisation was rated highly in each of the six areas, with ratings particularly positive with regards to user involvement (32% strongly agreed); clear management structure (28% strongly agreed); and evaluating services effectively (27% strongly agreed).

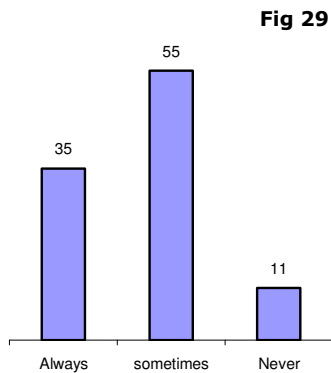


**Communication**

Seven out of ten Professionals reported that Praxis Care staff were 'very helpful' when they requested information (Fig 27), although only 21% indicated that they felt their organisation was 'very much' kept up to date with activity and developments within Praxis Care (Fig 28)



35% of respondents indicated that the information they received on the quality and effectiveness of Praxis Care services was 'always' adequate (Fig 29). Respondents were also asked how they would like to be kept up-to-date with information from Praxis Care. As indicated in Table 3, the most common method was via e-mail (55%). Respondents were least likely to indicate AGMs (2%) as a chosen method of communication.



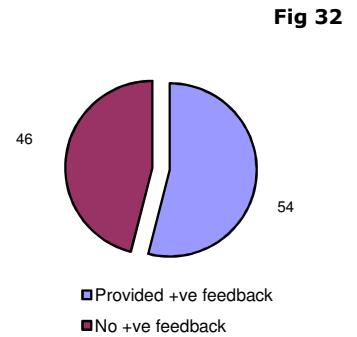
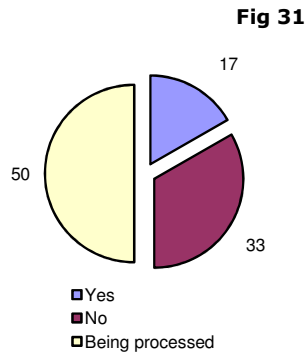
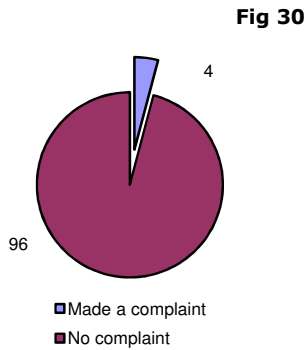
**Table 3**

<b>E-mail</b>	55%	<b>Website</b>	16%
<b>Newsletter</b>	37%	<b>Annual report</b>	14%
<b>Forums/Meetings</b>	20%	<b>AGM</b>	2%

## Complaints & Feedback

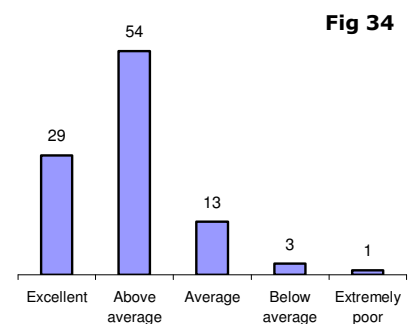
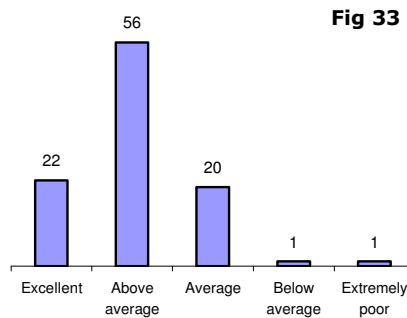
Statutory Professionals were asked whether they had made any complaints to Praxis Care in the previous 12 months. As indicated in Fig 30, only 4% had made a complaint. Of those who made a complaint, 33% reported that their complaint had not been dealt with adequately (Fig 31). 50% indicated that their complaint was still being processed.

54% of respondents reported that they had provided positive feedback (verbal or written compliments) to Praxis Care in the previous 12 months (Fig 32).

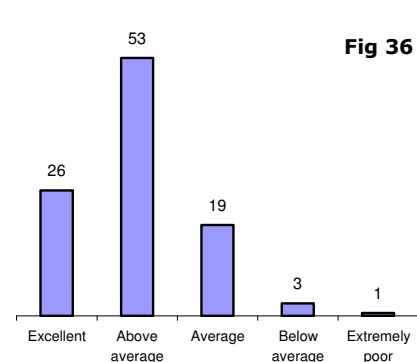
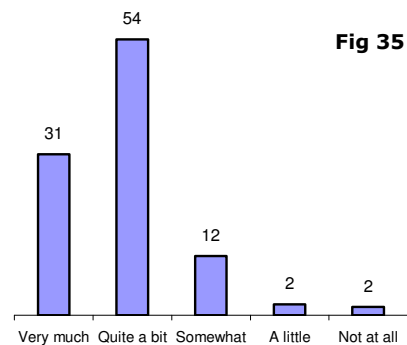


## Service Provision & Development

The range and quality of services provided by Praxis Care were rated very positively by Statutory Professionals. 78% rated the *range* of services as either 'excellent' or 'above average' (Fig 33) and 83% rated the *quality* of services as either 'excellent' or 'above average' (Fig 34).



Statutory Professionals were asked whether Praxis Care met their expectations as a service provider. Almost one third reported that Praxis Care 'very much' met their expectations, with a further 54% responding that their expectations were met 'quite a bit' (Fig 35).

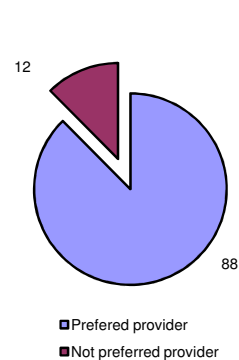
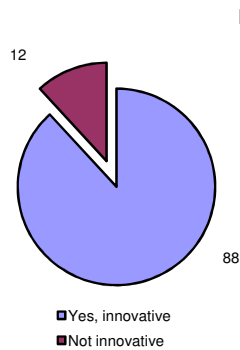


Professionals were also asked to rate Praxis Care's fulfilment of its contractual obligations. 79% provided ratings of 'excellent' or 'above average' (Fig 36).

88% of Statutory Professionals indicated that Praxis Care provided an innovative approach to the development of new services (Fig 37). Respondents were also asked whether they could recommend any additional services that Praxis Care could provide to improve upon its service provision:

- The most common recommendation was to provide or increase existing befriending services.
- Increasing activities available to service users was also a common proposal, for example, more evening/weekend activities, self-development groups, services for older people/females and holiday provision.
- Providing daycare and placement/employment opportunities were also highly recommended. This included a greater variety of daycare options and integrated daycare.
- More respite services were also proposed, including emergency respite, home-based respite and respite for individuals with mental ill health.
- Another common recommendation concerned staffing - more support workers, on-site clinical staff for dealing with crisis situations, more training for staff and improvements to management/leadership.

88% of respondents viewed Praxis Care as a 'preferred provider' (Fig 38).



66% of Statutory Professionals responded that Praxis Care provided 'good value for money', with a further 23% indicating 'excellent value for money' (Fig 40).

Statutory Professionals were presented with a list of options and asked to select the factor they considered to be *most important* for Praxis Care to deliver a quality service. As indicated in Fig 40, the factor rated as most important was quality of staff (39%), followed by regular reviews (21%) and the key-worker system (15%).

Professionals were asked, taking everything into consideration, how they would rate Praxis Care as an organisation. Responses were very positive, with 97% rating Praxis Care as either 'excellent' or 'good' (Fig 41).

