

The magazine for supporters
of Community Integrated Care

Community
Integrated
Care

SPRING
2021

FIRST

TOP
JOB!

A big
THUMBS-UP
for Chris and the
Positive Behavioural
Support Team
p12-13

FOOD FOR
THOUGHT

A Liverpool restaurant
puts community spirit on
the menu p10

WE INCLUDE • WE DELIVER • WE ASPIRE • WE RESPECT • WE ENABLE



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WELCOME

REMEMBER

As always, we'd love to hear what you think. You can share your thoughts on Yammer or email us directly at youfirst@c-i-c.co.uk



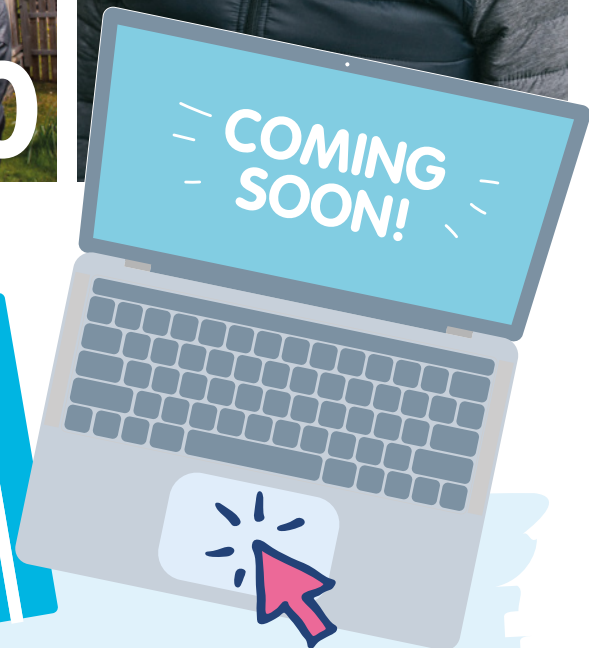
You First is the magazine for all colleagues, customers and communities of Community Integrated Care. It is written by our Internal Communications Team, with the help of our guest contributors, and is produced by our design partners, Words&Pictures.

Email us youfirst@c-i-c.co.uk

Yammer us using the hashtag #youfirst

Write to us!

You First, Community Integrated Care,
Old Market Court, Miners Way,
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Community Integrated Care's NEW WEBSITE!

We're preparing to launch our brand new website, which will play a key role in helping us to achieve our strategic objectives around growth, colleague attraction, fundraising, and family and commissioner engagement.

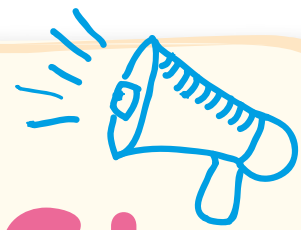
To help develop the platform, we've held a series of internal and external digital workshops with representatives from across the charity and the wider social care sector.

With the input from our experts, we'll soon proudly unveil a best-in-class website, fit for the future of our charity and the social care sector!





A Fresh Start



Hello everyone,

Welcome to another packed edition of You First. Since our last issue, we've endured another wave of Covid-19 over the winter months. Thankfully, we're now coming out the other side and have plenty on the horizon to look forward to.

Of course, the reason we've been able to get through this has been our colleagues. Their dedication to working safely, overcoming every challenge thrown at them and embracing the UK's incredible vaccination programme to protect themselves and some of the most vulnerable people in our society.

We're also bidding a bittersweet farewell to our EachStep Care services, as they embark on a new journey with specialist care provider Park Homes (UK) Ltd. Whilst we know that this move sets out a positive and bright future for everyone at EachStep Care, we'll be exceptionally sad to say goodbye.

I know I can speak on behalf of everyone at Community Integrated Care when I say thank you to everyone at EachStep Care for the incredible impact they've had on our charity for the last three decades; especially over the last year or so, in the most difficult circumstances.

👏👏 Thanks to all of our colleagues – for their dedication to working safely and overcoming every challenge thrown at them 🗣️🗣️



Our Fight For Fair Pay

It goes without saying that, as a charity, we do not want to be in a position where we have to decide to move away from certain parts of our work in order to be sustainable. But that is unfortunately where we've found ourselves.

That's why it's more important than ever that we redouble our efforts to lobby national government to reform our social care sector once and for all, and to give it the respect and fair funding it so richly deserves.

As we do our best to fight for what's right, we must also look to the future for our charity. On pages **6 and 7**, I'm delighted to share with you the thinking behind our new Five-Year Strategy, which we'll be launching later this year.

Finally, as you'll read on page 7, we extend a big welcome to the teams at Life Opportunities Trust, who are joining the Community Integrated Care family. I look forward to meeting you all as soon as I can.

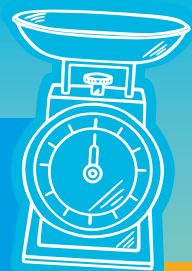
As always, thanks to you all for your ongoing support.

Mark Adams, Chief Executive



You FIRST SO social!

If the last 12 months have taught us anything, it's that nothing can stop us from keeping connected! We've been proud to share some unforgettable moments from our teams across our #socialchannels. Here are some highlights...



The Great Charity Bake Off

Across our charity, the people we support have been perfecting their cooking skills! We've seen homemade cakes, gingerbread houses and hearty meals created with the help of our **Online Activity Sessions**.

Through **Lunchtime Cook-Along Lives**, the people we support have been learning how to cook simple, low-cost and healthy meals to enjoy at home!



From Perfect Parks to Stunning Scenery

Our services have continued to enjoy their **daily exercise**, come rain or shine! Many of the people we support have been getting out and about... even when it snowed!

We've seen everyone getting in those daily steps from lakeside walks in the North West to hiking across the Scottish Highlands!



Happy Anniversary!

At **EachStep Blackburn**, **Melvin and Carole** celebrated their 60th wedding anniversary... albeit a little bit different from usual!

As Carole was isolating at home and unable to visit Melvin, with the help of our colleagues he managed to get a lovely bunch of flowers to his wife before celebrating their special day via video call!



A Day of Reflection

On Tuesday 23rd March, we joined the UK's **National Day of Reflection**. We asked our services to 'light' commemorative candles and take a moment to remember the special members of the Community Integrated Care family who are no longer with us.

We also launched an online **Memory Wall** to share pictures, thoughts and personal messages of condolence – honouring those who made our charity so special.

If you'd like to view or add to The Memory Wall, please visit:
www.OurMemoryWall.co.uk

Connect with us on social media...



Follow us on Instagram

@communityintegratedcare

Like us on Facebook



@communityintegratedcare

Follow us on Twitter



@ComIntCare

Connect with us on LinkedIn



Community Integrated Care

Social Care LEADS THE WAY!

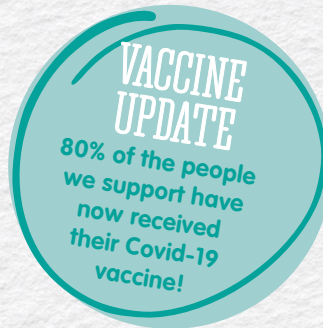
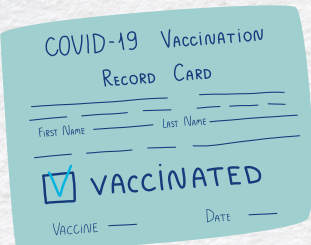
Our social care heroes have been at the very heart of the Coronavirus pandemic, going to incredible lengths to protect the people they support. So, it's no surprise that when the opportunity to be vaccinated arose, our frontline colleagues and teams embraced the prospect of leading the way on our road back to normality!

A dose of reality

From social media to the Six O'Clock news, it's been difficult to escape the enormous amount of information surrounding the Covid-19 vaccines.

To support our colleagues in making an informed decision, we developed our very own Covid-19 safety campaign called Protect You, Protect Me.

From Vaccine Special webinars with experts, to open and honest colleague case studies, the campaign presented our workforce with the facts, whilst busting a few vaccine myths along the way!



Flying the flag

As the vaccine roll-out continued across the country our colleagues proudly displayed their vaccine cards to the world.

Support Worker Becky Kelly, from Norwood Drive in the North West, had a bigger audience than most. She shared a video diary of the vaccination process, which was later broadcast on BBC News!



Care homes first up

After a devastating few months, late 2020 offered a beacon of hope for our EachStep Care Homes, who were first in line to be vaccinated.

At Charnwood Lodge in Dumfries and Galloway, we were proud to see 70 of our colleagues and 57 of the people we support receive their vaccine – in just one day!



People we support play their part

And it's not just our colleagues who have braved the sharp scratch! Thousands of the people we support have been rolling up their sleeves and seizing their opportunity to take part and receive the vaccine.



THE BEST LIVES



Our Chief Executive Mark Adams explains how, as we emerge from the pandemic, together we can help to create the **best lives possible** for the people we support...

"When I introduced you all to We Dare way back in 2018, I'd never have guessed that it would be the strategy that would see us through the biggest health, social and economic emergency of our generation.

Looking at it through this lens, it was probably the call to action we all needed. We might not have known it at the time, but bravery and fearlessness in the face of adversity is exactly what We Dare stands for.

And as we return to a tentative normality, we can reflect on how far we've come on the path we set ourselves in 2018. We Dare is part of our identity. It's who we are. And it's time to take it to the next level.

Clear Purpose

When developing a strategy, we often ask ourselves – why do we exist? What are we here for?

Well, it's our privilege to have a really clear purpose as a charity. We exist to provide the **best lives possible** for the people we support and our teams.



In the coming months, we're undertaking some really special projects to make this a reality. These projects will, again, be underpinned by the **Power Of Three**: our commitment to the **people we support**, **our colleagues**, and **the communities we work in**.

We'll use **innovative technologies** to transform the lives of the people we support and invest in **specialist properties and facilities**. We'll take a data-led approach to quality and excellence, and by creating more and more opportunities for community involvement, we'll continuously evolve to unlock the aspirations of the people we support.



POSSIBLE

A Lot To Look Forward To

As we grow, develop and innovate, we know that there is strength in numbers. That's why we've been looking to the sector to explore the possibility of joining forces with like-minded organisations to bring together our shared passion, expertise and resources, and give our people the best lives possible.

We're delighted to have welcomed a great new organisation to the Community Integrated Care family.

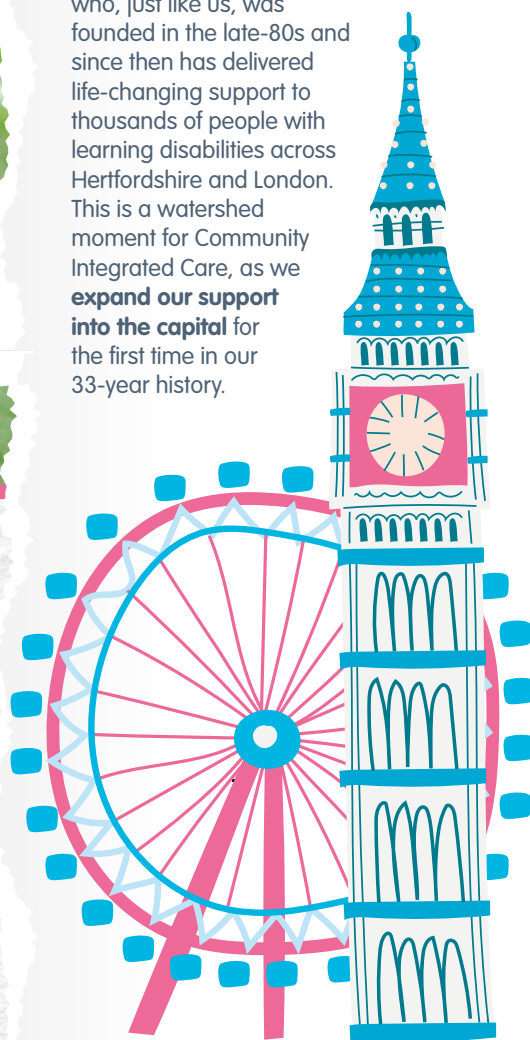
Life Opportunities Trust is a specialist care provider who, just like us, was founded in the late-80s and since then has delivered life-changing support to thousands of people with learning disabilities across Hertfordshire and London. This is a watershed moment for Community Integrated Care, as we **expand our support into the capital** for the first time in our 33-year history.

Fulfilling Potential

We're committing to a dedicated programme of **leadership development**, so that all colleagues can see a pathway to their full potential. Additionally, to embrace every single person and the things that make them unique, we're unveiling our charity's very first **Diversity & Inclusion Plan**.

Our **community connections** will continue to thrive and our profile, both within the sector and in the cities, towns and villages we work in, will grow and grow.

And through all of this, we'll keep sight of what brings us all to work every day: our unwavering commitment to delivering the **best lives possible**."



You
FIRST

The We Care

And it's bigger



If we've learnt anything over the last year or so (and we've learnt A LOT!) – it's that we can

With the help of money secured through grants, fundraising and our generous partner organisations, we're proud to present our revamped We Care Fund!

We spoke to John Hughes, Director of Partnerships & Communities, to find out more: "As we look to put what's been a tough year behind us, we're thrilled to have relaunched our beloved We Care Fund, which will support some incredible outcomes in the years ahead."

Dreams Can Come True!

The **We Care Fund** will now be broken down into two parts, which our colleagues can apply for on the behalf of the people we support. Firstly, we have **The Big Dream Fund**, there to champion ideas to help people achieve their goals and ambitions. Here, we're looking for plans that will have the biggest impact and truly improve someone's life.

The Big Dream Fund helps people to achieve their greatest goals!



Funding for a Fresh Start

We also want people to have the best possible experience when they join our charity and to have our full support if they move on to independent living. That's why we've also created the **New Beginnings Fund**.

Sometimes people sadly join us in difficult circumstances – perhaps they have limited personal belongings or need essential items. Equally, when a person we support is on the road to independence, the **New Beginnings Fund** can also provide the things they need – offering small grants to provide practical support at these important times.

The New Beginnings Fund could help you with smart clothes for a job interview!



"Going forward, the **We Care Fund** will be our national fundraising purpose. It's so important that everyone supports us on this journey – friends, family members, suppliers and everyone else connected to our charity. The more support we receive, the more lives we can change!"

Fund is Back!

than ever...

achieve truly special things for the people we support with the backing of our communities.

THE BIG DREAM FUND



Does a person you support want to gain a qualification?

Do they need equipment for a hobby or to learn a new skill?

Do they have the budget for a short staycation, but dream about going abroad when things return to normal?

What about a once-in-a-lifetime experience that would truly change their life?

The Big Dream Fund is here to make these wishes come true. Even if you're not sure what you want to do, the team can help you to dream big!

The fund will be available at various points throughout the year – don't worry if you miss an opportunity – another will be along soon.

THE NEW BEGINNINGS FUND



The New Beginnings Fund is designed to support people joining our charity in crisis or leaving us to live with full independence.

If someone joins your service in difficult circumstances, perhaps lacking money and some essential items, it can help. Whether that's extra clothes or some toiletries, it helps to get them on their feet.

It can also help people taking the step to full independence without social care. Maybe they need some essential items, like a microwave or pots and pans? Or maybe smart clothes for a job interview?

It's about offering small support that can give someone a fresh start.



Find out how to apply to either fund by emailing community@c-i-c.co.uk



All you need is...

Liverpool is renowned for many things – music, football, beautiful buildings... and, of course, its generous hospitality! And when it came to delivering for our teams, one Liverpool restaurant has really stepped up to the plate.

Food!

For the rest of 2021, Liverpool-based Catalan and Spanish restaurant, Lunya, will generously donate 50 free meals every fortnight to our teams in the area, totalling more than 1,000 delicious dishes.

Caring campaign

Based in the heart of the city, Lunya launched this campaign to help ease the burden for people who are unlikely to have the time to look after themselves or their families as they bravely dedicate themselves to others.

Sam Brennan, our Managing Director for the North West, tells us more about this amazing act of community kindness:

"We were truly blown away by the generosity of Lunya and this incredible donation of free meals to our colleagues.

"This past year has been tough for many of them – but the support from our communities and partner organisations has been phenomenal."

Dream job for John

A bonus to this wonderful campaign is the paid position Community Integrated Care has been able to create for John, a person we support in Rainhill, Merseyside. Having sought paid work for several years, John and his accompanying Support Worker have already hit the road with the mouth-watering meals and have many more to come!

Sam adds: "This offers a brilliant opportunity for John who will be delivering the meals to our colleagues throughout the project.

"On behalf of everyone at Community Integrated Care – a big thank you to Peter, Elaine and all of the team at Lunya for bringing joy to over 1,000 colleagues and helping John achieve his dream of paid work."





Lunya

Just like the care sector, hospitality was hit hard during the pandemic but that hasn't stopped Lunya from reaching out to lend a helping hand to their community.

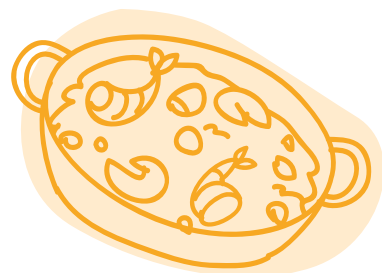
"We have provided more than **6,000** free meals to NHS staff and carers"

Our way of saying thank you

Lunya Director, Peter Kinsella, shares his joy at being able to make a difference: "We're delighted to partner with Community Integrated Care and support their hard-working colleagues, who have made so many personal sacrifices throughout the pandemic."

"Free Lunya meals is our way of putting something back into our communities and saying a huge thank you to carers."

"Since the start of the pandemic, we have provided more than 6,000 free meals to NHS staff and carers. We intend to carry on with this activity – as it's too important not to – and hopefully brings a little ray of gastronomic sunshine into people's lives."



Eating out again?

Thankfully, like many businesses throughout the country, Lunya is now back open and welcoming the public. So if you're ever out and about in Liverpool, why not pop in and sample the tasty treats Peter and the team have to offer? Visit [Lunya.co.uk](https://lunya.co.uk) for more information.

Strothers Road

Positivity. We've all needed a bit of that this last year, right?

Well, it's come in abundance from the Positive Behavioural Support (PBS) Team, who have been helping our teams deliver the best lives possible for the people they support, with a range of different techniques and approaches.

The team at Strothers Road in the North East have been positively thriving since welcoming 19-year-old Christopher, who moved in just over six months ago. We spoke to Service Leader, Amy Crawford, about Christopher's journey so far and the immeasurable impact of PBS.

"We gave Chris lots of reassurance that we weren't going to give up on him. We gradually started to see the amazing impact of this work."

Tough start

"It's fair to say that when Christopher joined us, he'd probably reached crisis point. He had some institutionalised, and what are often perceived as challenging behaviours, that unfortunately had been a struggle to work with.

"I knew we had a long road ahead of us, but I really felt that with the right team, the right support around us and by sticking with it, we'd be able to unlock the potential we knew Chris had."

Getting to know you

"The first thing we did was ask Chris what his goals were and what he wanted to aim for. It felt like he'd never been asked this before! He told us that he dreamt of making friends and going to school – so we all had something to aim for!

"Working with the PBS team, we learned so much about Chris as a person, so that we could truly understand why certain

situations triggered certain responses. We discovered that Chris only knew how to get attention through negative actions, and that he had some issues in trusting people he didn't know. We also got under the skin of his communication style and learnt that Chris really struggled when faced with too many questions."

Reassurance and support

"It was tough to begin with, but the team quickly got to grips with a new approach, learning all about positive and negative reinforcements, how to respond to Chris in a non-reactive way, and how to best meet his communication needs. We also gave Chris lots of reassurance that we weren't going to give up on him – a huge fear of his.

"We gradually started to see the amazing impact of this work – with Chris getting across what he wanted and needed without resorting to any extreme behaviours. We did some community mapping with Chris so he knew he was in control of what he wanted to do with his time, and supported him to develop valuable life skills as an adult in his own home."





A new life for Chris

"The difference in Chris is beyond our wildest dreams. He's gone from being an extremely shy young lad, spending most of his time in his flat watching TV, to being a much-loved part of his community. He's always visiting friends and neighbours, getting the bus to the shops and chatting to everyone he meets!

"We've just applied for Chris to access day centre learning opportunities, and he's got his sights set on going on his first proper holiday. He's developed a love for life that we didn't know was possible."



COUNTDOWN TO KICK-OFF

Kick-off is fast approaching as Community Integrated Care and the Rugby League World Cup 2021 prepare to deliver the most inclusive event in rugby league history.

In a world-first, the tournament's volunteering programme will see 250 people with support needs realising their potential on one of sport's biggest stages! Luckily, we don't have to wait for the opening ceremony in October for the fun to start – it's already on the go...



Gardening Goals

With the support of Renova Developments, who specialise in healthcare facilities, our teams are developing 21 blooming marvellous wheelchair-accessible raised gardens in the Liverpool City region and Warrington.

Each of our gardens has 'adopted' a nation from the Rugby League World Cup, which was exclusively drawn – FA Cup-style – by our very own Oliver Thomason. Each team is now hard at work designing their garden in the theme of their drawn nation. We can't wait to see the results!

This incredible project even created a paid role for John, a gentleman we support in the north-west. Our newly-appointed RLWC2021 Environmental Champion will help people to maintain their garden, as well as giving lots of advice and guidance on environmental matters.

Outstanding Opportunities for Oliver

Oliver joined Community Integrated Care in January, thanks to incredible support from the funder of our Inclusive Volunteering Programme, Sports England.

As our charity's Sports Inclusion Assistant, his role is to mentor and inspire the people we support to enjoy more opportunities through sport.

His amazing work hasn't gone unnoticed – he's already been approached for another role! He was recently named an Official Inclusion Ambassador for the Rugby League World Cup, celebrating inclusion around the world. He's in good company too – his fellow Ambassadors include Channel 4 presenter Adam Hills and former England captain, Jason Robinson OBE.

Oliver said: "I'm so proud to be working with the Rugby League World Cup 2021 and Community Integrated Care – my dream jobs!"



Odd Socks Support

Our volunteering programme is all about people contributing their talents and doing the things most important to them, with lots of people taking the opportunity to challenge prejudices that exist in society.

Ian and Patricia, two of the people we support in Widnes, led a campaign that saw Widnes Vikings wear odd socks in their opening game of the season to celebrate Down's Syndrome Day.

They paired up home and away socks for the team, enabling the Vikings to adopt the theme of this important awareness day.

Watched live by 100,000 people, they inspired many and even got a shout-out from the commentary team!



Scott:

"I loved the clothes and it was great to meet everyone. The best bit of the day was when we all went on the pitch for a group photo!"



Conversions to Catwalks

Another pioneering World Cup project saw Scott, a person we support in Leeds, and Mitch, a star of the Community Integrated Care Learning Disability Super League, try their hand at modelling. Both passionate Leeds Rhinos fans, Scott and Mitch were thrilled to help launch the RLWC2021's 'This is Real' clothing range!

Mitch:

"We had a really fun day modelling and were treated like stars. It was a great experience."





HEROES AT

Helenvale felt the devastating impact of Covid-19 more than most and showed team spirit beyond measure to keep going in the face of such profound adversity.



Shortly after Christmas, the team at Helenvale in Glasgow found themselves in crisis. Within 48 hours, many colleagues and people supported at the service were impacted by a serious Covid-19 outbreak.

Call for help

The team sent out a plea to their Scottish colleagues, and unsurprisingly for our teams, had an overwhelming response... and not just from local services either.

Teams from **Aberdeen, Perth, Edinburgh** and **Forth Valley** showed the utmost commitment and bravery, dropping everything in their personal lives and making arrangements at work so that they could come to Helenvale's rescue – even staying overnight at the service and in local hotels to support.

Incredible response

Fiona Barrie, Regional Manager for Helenvale, tells us: "It's fair to say we were going through some serious challenges – but the way people came to our rescue was incredible. I've never seen a clearer display of our charity's values. People we'd never met making such a sacrifice to keep the people we support safe, while the team recovered."

"Special credit has to go to Service Leader **Lesley Anne**, who despite having a young baby at home, was available to her team, the people she supports and their loved ones round the clock, even shopping for colleagues who were isolating. She didn't miss a beat – she kept everything ticking over, working five 12-hour shifts in a week. She was superhuman."





"This team has done incredible things to get back on track – and while we still have dark days, we know that there are better days ahead"

HELENVALE

Tragic loss

Despite ensuring that all of the people supported at Helenvale could remain at home and required no hospitalisation, the team experienced a painful loss of their own, when much-loved colleague **Angella Naggayi** passed away.

"Angella had been with us for just over two years and had made an immeasurable impact at Helenvale. She was a wonderful woman, who loved her church and lived for her two young children. We miss her every day, and she'll never be forgotten."

A brighter future

After such a challenging time when community spirit came to the rescue, the team is looking to the future. Fiona says: "This team has done incredible things to get back on track – and while we still have dark days, we know that there are better days ahead."

"We know that this has been made possible due to the support of everyone who came to our aid when the chips were down – there's no feeling like knowing people have truly got your back, and we can safely say that at Helenvale. If we can get through the last year, together, we can get through anything!"

PLEASE REMEMBER...

We're here for our people. If you need any emotional support during this difficult time, please speak to your **HR Business Partner** or your **Line Manager**.



Light in the Darkness

In the darkest of times, it's the people closest to us who provide us with glimmers of light. With their unwavering support and gratitude – and despite their own worry, grief and loss – the loved ones of the people we support have inspired our teams to keep going throughout the Coronavirus pandemic...

Dominic, pictured with his sister, Anne.



“

We still have lots of good memories and these will stay with us forever – Dominic will never be forgotten

”



Heartbreaking loss

When Dominic, a gentleman we support in the North East, tragically passed away with Covid-19 in April last year, his family, friends and the team at Somerset Place mourned their loss. Dominic's sister Anne took the time to share her appreciation for the team that supported Dominic for 12 years.

In her emotional note to Service Leader Rachel Firth, Anne said:

“We all too often hear the words ‘life is too short’. These words will stay with me forever. If you met my brother, you’d never forget him. Dominic was my world, and also the world to others that knew him.

“If it had not been for Rachel helping to sort out the funeral, I don’t know how I would have coped. There were no face-to-face meetings and most things were via email – I don’t really know how to use technology, but Rachel was like an angel sent to help.

“I’d like to thank everyone who has supported my brother over the past 12 years at Community Integrated Care. We all lost a very bubbly person, but we still have lots of good memories and these will stay with us forever – Dominic will never be forgotten.”



Wellbeing Matters

Did you know... Community Integrated Care has a number of schemes and partnerships to help improve our colleague experience and wellbeing?



DIVERSITY AND INCLUSION PLAN

Over the last year, we've proudly made a clear commitment to ensuring our charity is a fair and equal workplace for absolutely everybody.

2020 was a catalyst for many organisations, including us, to look at their approach to Diversity & Inclusion and learn from the lived experiences of their people to help them improve and grow.

Thanks to over 1,000 of our colleagues, we've carried out a detailed piece of research

alongside our partners at the Employers Network for Equality and Inclusion (ENEI).

We're now preparing to launch our 2021/22 Diversity & Inclusion Plan which will include lots of the recommendations for improvement suggested to us by ENEI. Look out for its launch in June!

HAPPY AND HEALTHY

Looking after our mental health and wellbeing has never been more important than it is now. As we emerge from the pandemic and take slow steps back to normality, it's vital we all keep an eye on how we're feeling and ask for help when we need it.

As a charity, we've got some really ambitious plans for the future to ensure our colleagues have all the tools they need to protect their mental health and wellbeing. **We can't wait to unveil them!**

There are also a wealth of programmes and initiatives already available to you as a member of the Community Integrated Care family...

- Sometimes, issues can arise which leave people in unexpected financial difficulty and we want to be able to give a helping hand when it's needed most. That's what the **Wellbeing Fund** does. This additional benefit aims to provide a financial grant to colleagues

who are either at risk of, or suffering from significant financial difficulty, helping them get back on their feet.

- For times when you need a little extra support, **Workplace Options** provides free counselling and advice to all colleagues. A variety of experienced professionals and advisors provide support across a range of topics, such as bereavement, family issues and health concerns.

- **Neyber** offers colleagues access to lower-cost finance options and quality savings packages, as well as free advice, tips and guidance on managing your money.



For more information about all these initiatives and how to access them, **visit our Intranet, Click.**

For more information about all of the schemes above, please visit bit.ly/wellbeing-projects

A quick chat with Sandra Dudek

Service Leader at Kingsbridge Way
in Nottingham

Coming to the rescue of Team Central at the beginning of the pandemic, Sandra made an instant impact with her positivity and sunny outlook on even the cloudiest of days. Sandra's desire to keep the people she supports active has captured our attention on Yammer and led to some brilliant feedback from loved ones too.

YF: You've been with our charity for more than a year now – what do you love most about Community Integrated Care?

SD: In this sector, you have to enjoy what you do and I've never loved a job so much! It's more than a job to me – my son has autism and one day he may need to access Supported Living. I want to give the people we support the same future I'd want for my own son.

YF: What's been the biggest challenge that you've faced since you joined?

SD: During lockdown, families were desperate to visit, which we obviously couldn't allow. That was such a difficult conversation to have – even though everyone understood and were really happy with how we were able to keep in touch.

YF: How has the team changed since you arrived?

SD: I have a team of 45, so naturally there was some bedding in for everyone. I believe in a leadership approach rather than just management, which really suited the team and created a space of respect and honesty. I knew we were one big family when they pushed me in the paddling pool!

YF: We've seen the fun you've been having throughout lockdown on Yammer! What's been the highlight for the people you support?

SD: Definitely the day we transformed Kingsbridge Way into a water park! We had giant inflatables, waterslides and blow-up pools! The pool party went on for days. Our mission was to ensure that no day was boring – it's safe to say we've achieved that.



Sandra's motto of 'T.E.A.M – Together Everyone Achieves More!' has really been a living mantra for Kingsbridge Way!

