

Impact Assessment

Department of Social Development: Homes for the Aged

The objective of the project was to assess the level of transformation in 15 Homes across the Western Cape. Linked to this was the identification of problems Homes were having as well as looking at potential solutions for these problems.

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Homes for the Aged Report

1. Introduction

One of the key programmes conducted by the Department of Social Development is the funding and assistance of Homes for the Aged (HFA). Post 1994, transformation in the HFA sector has become of significant importance. In light of this, prior to 1994, many of these facilities were reserved for white individuals.

Currently issues such as multiculturalism have caused complexities in the transformation process, due to the fact that different cultures (and race groupings) treat their aged in different ways. Generally speaking, the use of HFA as a facility for elderly care has become a social norm among the 'White middle-class' culture. This social norm has been slow to spread to other races and cultural groupings. Furthermore, this slow spread can be largely attributed to the rise and assimilation of the aforementioned groupings into the middle and upper classes. Traditional black and coloured groupings have still not fully accepted HFA as part of their culture and, as will be shown in the report, sourcing of these types of residents for HFA is extremely difficult.

With this in mind, the primary aim of this Assessment is to provide a detailed and comprehensive analysis of the state of transformation in 15 HFA from across the Western Cape. This analysis is hoped to act as a yardstick to judge the overall state of transformation of HFA.

The report begins by briefly outlining the tenants of transformation that HFA need to adhere to, the report then moves on to look at current demographic trends on international and national level. This has been done due to the fact that changes in the demographic profile have a direct effect on HFA. Once this has been completed the report then moves to a detailed assessment on the scope of the project; more specifically analysing the research methodology that has been employed. Following this section, section five and six then outline the findings from each section of the research. The report then concludes by consolidating the findings and outlining the key areas that need to be focused on. Accompanying (but not part of this report) this report is a report on the factors affecting the satisfaction of residents as well as a report on the current communication strategies of HFA

2. What is transformation?

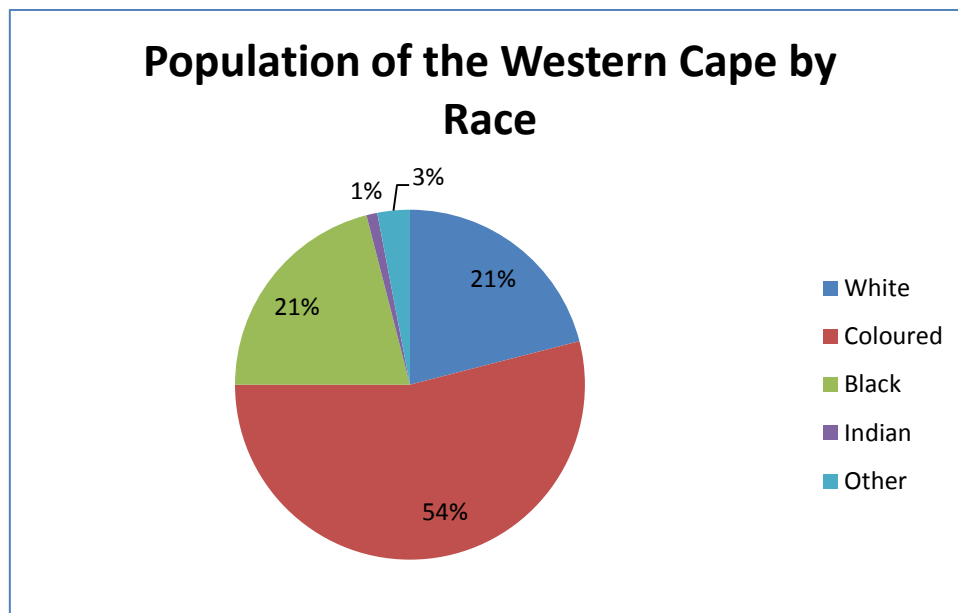
Adequate transformation in an HFA follows the official governmental transformation policy. The general tenets of this policy aim to:

1. Redress imbalances pertaining to race, gender and historical disadvantage through;
 - A de-racialisation of facilities
 - “A change in management and board structures to reflect the demographic profile of the region and province it serves”
 - “The shifting of funding towards transformation imperatives and transformed organisations.”
 - Providing an “equitable distribution of services and resources between rural and urban areas”.
2. Facilitate developmental services for vulnerable groups
3. “Promote social and economic justice” (Policy on Financial awards to Service providers” (PFS, 2004).

In general, transformation initiatives have been difficult to implement and the process has been marked by sluggish changes. According to a report released by the FW deKlerk Foundation there have however been many successes in this area. For example on a National scale, the emergent black middle class has become one of the largest race denominations on its level, most of the Public Service sectors have reached their transformation equity goals, “black South Africans have made progress in achieving control over the economy, particularly with regard to shareholding” and finally black South Africans now constitute over 60 percent of the University and Technical college student body (DTSA).

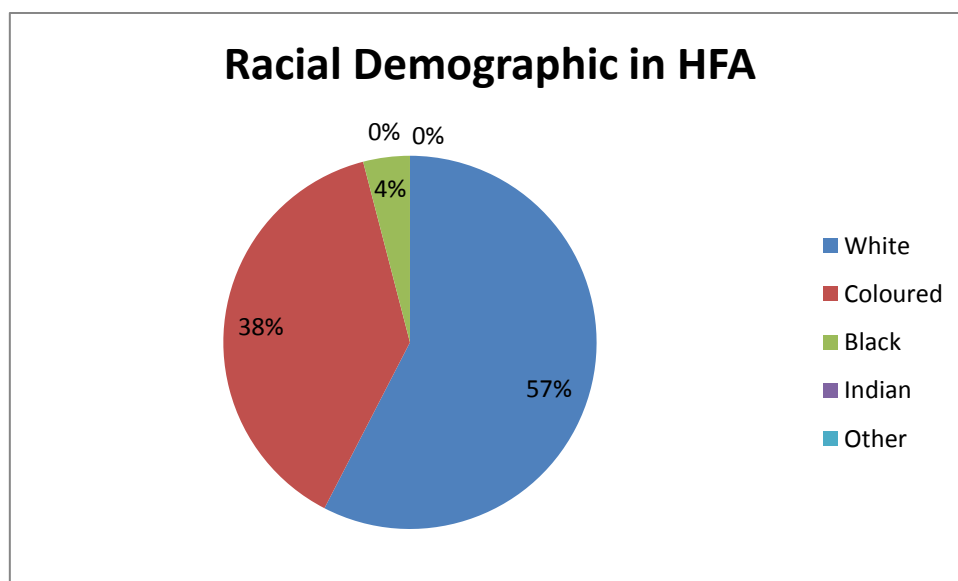
If however one compares the racial demographic of the Western Cape to the Racial demographic within HFA, one can see that transformation in this sector still has a long way to go. This is displayed below in Charts 1 and 2.

Chart 1



Source: <http://www.statssa.gov.za/>

Chart 2



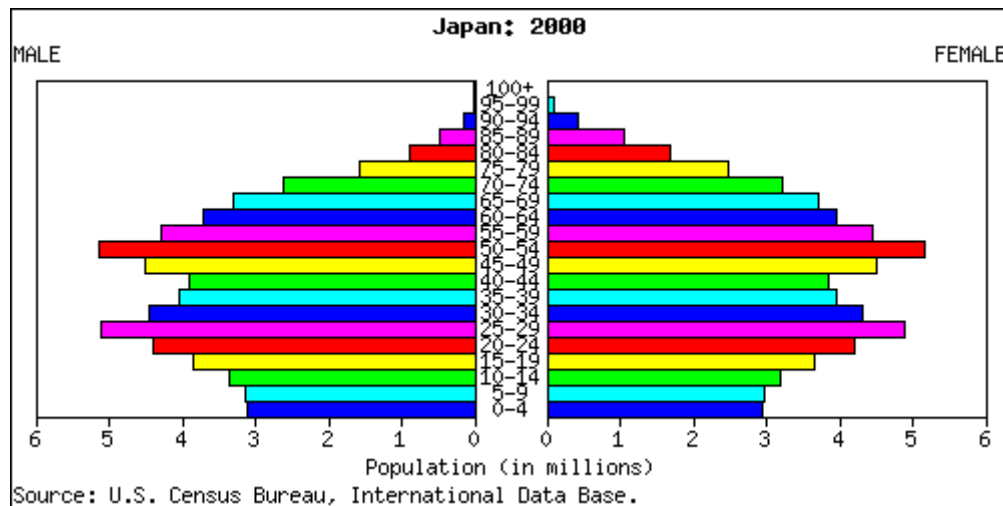
As the above charts indicate racial proportions in HFA do not match the racial proportions of the Western Capes population. The coloured demographic of the Western Cape is 54% of the total population, yet HFA are only 38% coloured. Likewise the black demographic of the Western Cape is 21% of the total population, yet HFA are 4% black. Whereas social norms and cultural factors may account for these mismatched racial proportions, a disparity of this level should not be occurring.

As South Africa's demographic continues to change (as will be shown in the next section) the transformation of HFA will be of paramount importance. This report aims to assess the transformation that has occurred thus far and in doing so identify blockages that need to be overcome³. Demographic Profiles

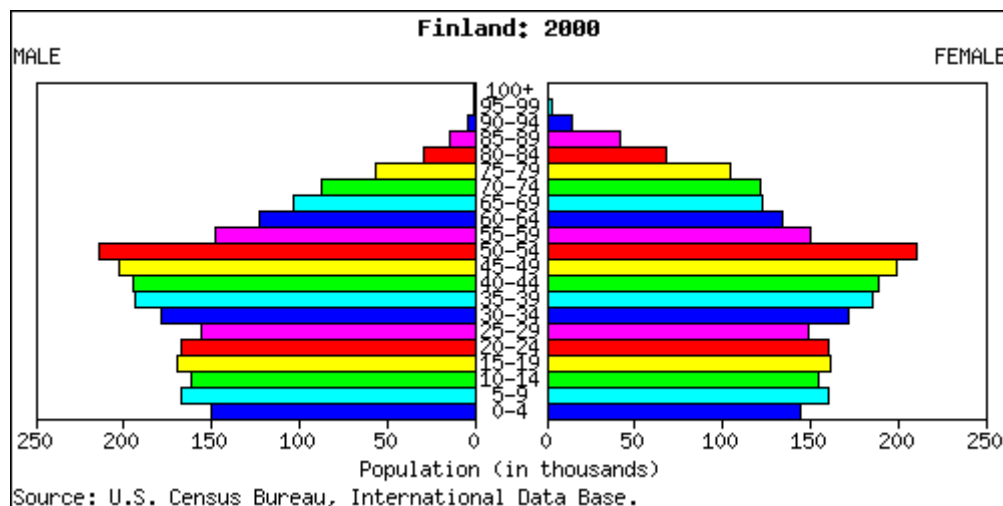
3.1 International Profiles

Advances in Healthcare and improved standards of living have led to an increase in human longevity. Elderly (65 years +) populations have increased over recent years, distorting the demographic in many places. This is particularly evident in so-called First world nations, as can be seen in the pyramids below;

Pyramid 1



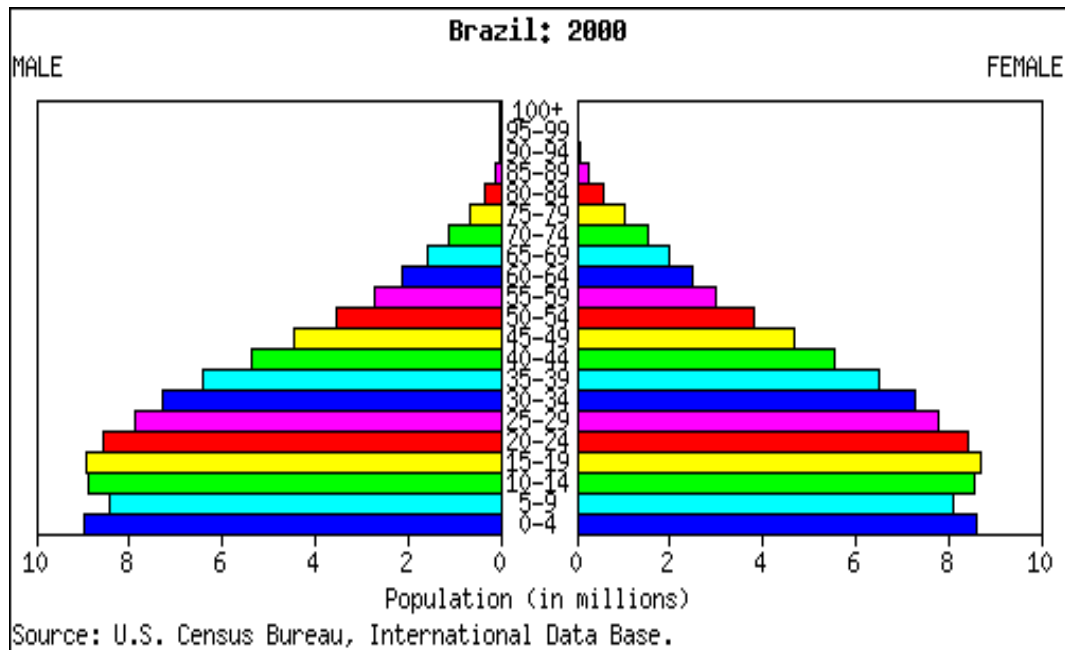
Pyramid 2



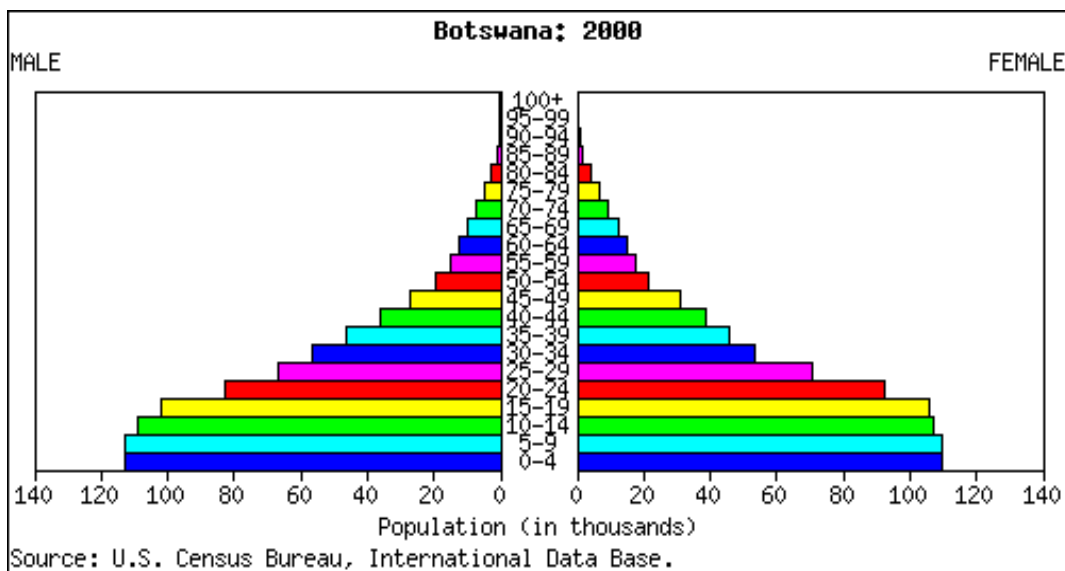
In Japan's case a large part of the demographic group is above the age of 50, while in Finland the largest population groups are in the 40 - 55 age group categories. This phenomenon means that increased pressure is placed on the work force, as more funds need to be channelled to cater for the needs of the elderly.

In developing and so-called Third world nations, these Pyramids have retained their classic shape. This can be seen in the examples below.

Pyramid 3

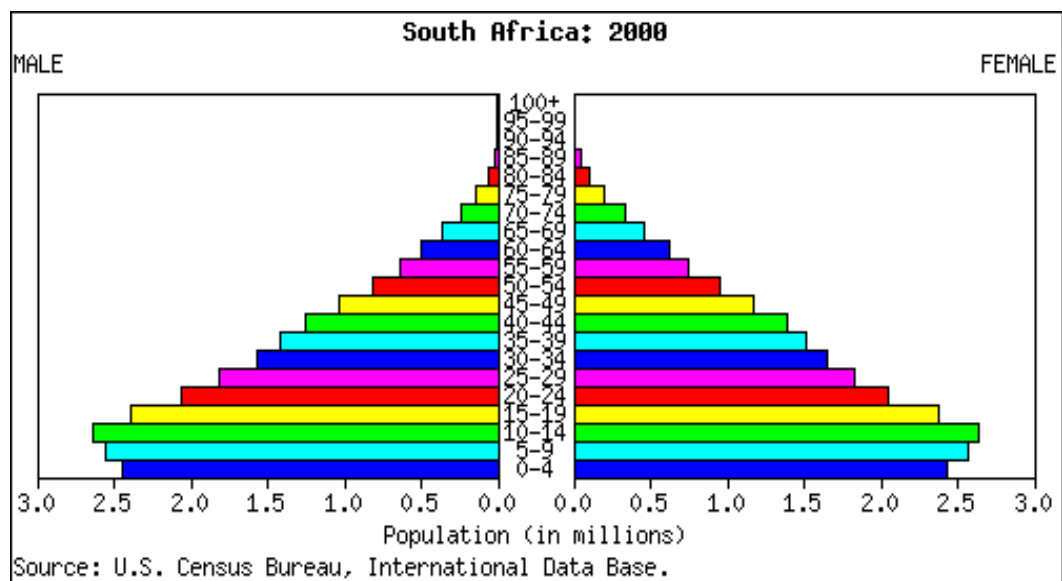


Pyramid 4



In both cases the 0-30 demographic provides the bulk of the population. The same result can be seen in South Africa's Demographic pyramid;

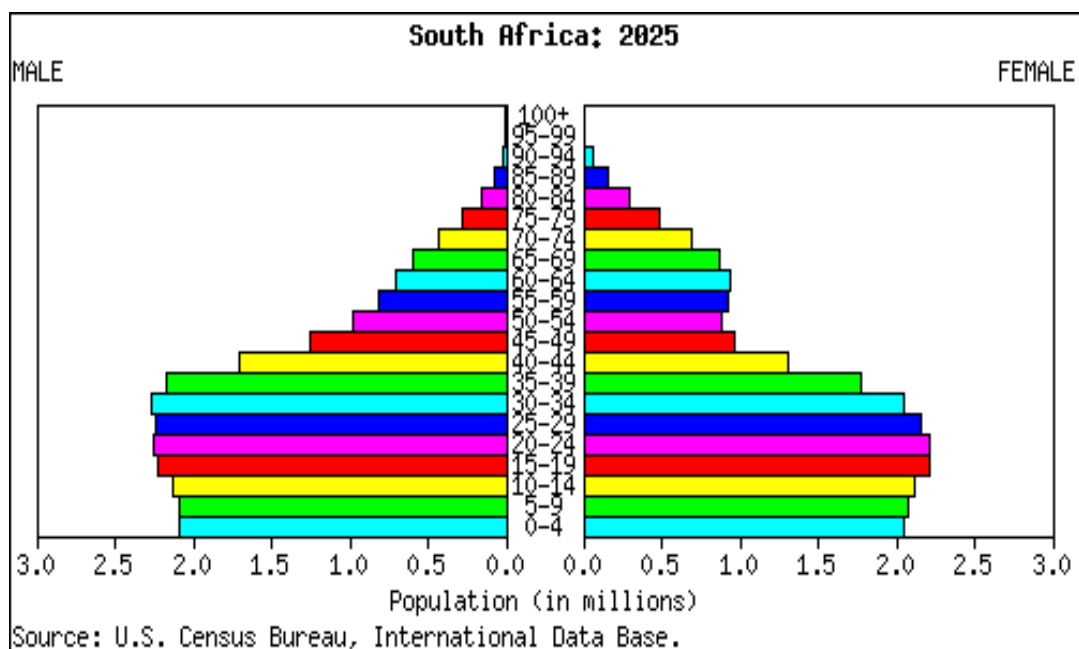
Pyramid 5



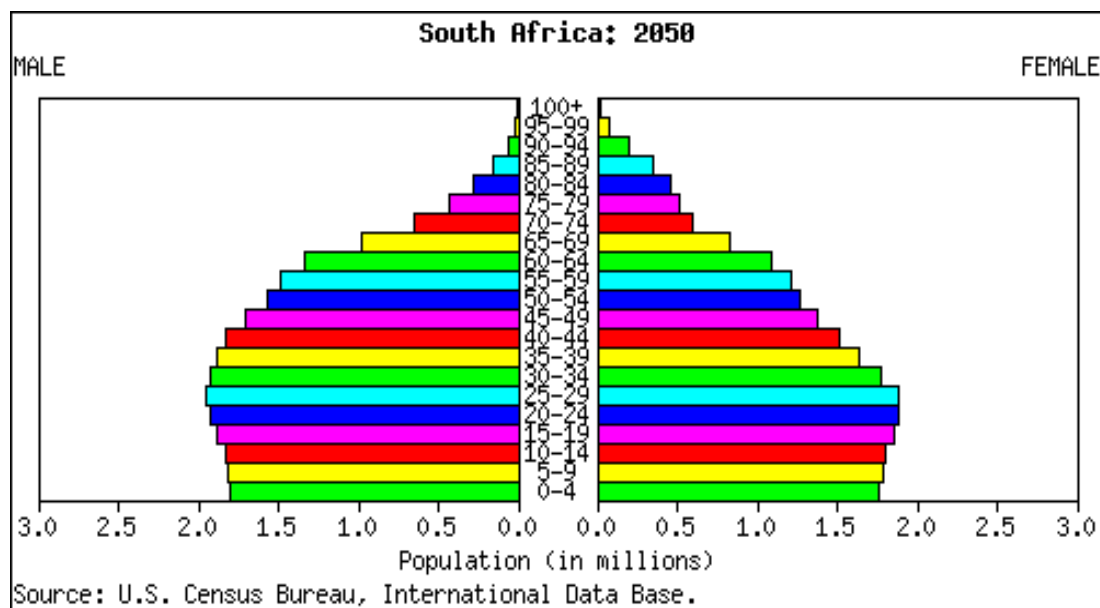
As developing countries begin to change however so too does this demographic. These changes will come about for many different reasons i.e. better health care, increased standards of living (less people below the poverty line). This can be seen in the following projected growth pyramids;

3.2 South African Profile

Pyramid 6



Pyramid 7



The above pyramids depict a rapid transition from a classic population pyramid to a distorted population pyramid. South Africa's projected demographic is thus akin to those in Pyramids 1. and 2. In this sense it is essential that South Africa should begin to examine ways to deal more effectively with its elderly, particularly with regard to HFA. In many areas we would do well to follow the model of First World Countries and a look at re-examining our policies pertaining to older persons. An example is Australia's model, summarised below:

"Support and Services for the Aged are provided by a large number of government programmes (Commonwealth, State/territory and local) as well as programmes/support from the community and voluntary sectors". Whereas South Africa has similar organisational structures in place, Australia's programmes are executed more efficiently. In this sense there is a two tiered level of support from both the community and the state. South Africa needs to form a network between its various support structures and look at ways of increasing the effectiveness of this sector i.e. communication between homes as well as communication between departments (Department of Health & Department of Social Development).

In addition to this, the Elderly are also incorporated into 'mainstream society' and may access general support and services. In South Africa mainstream support has become increasingly difficult for the Elderly to access, an example being the South African Home Affairs department, whose services, due to lack of proper communication & other inefficiencies has resulted in long waiting periods and an inaccessibility to frail and elderly peoples. South Africa must look to changing departmental structures, as a boost to this 'mainstream' base would benefit not only the elderly but the general populace as well.

In Australia, there is an emphasis on "early intervention and healthy aging i.e. keeping older people out of health and residential facilities for as long as possible" (McIntosh. G & Phillips. J, 2003). South Africa does not have a formal early intervention policy in place. Whereas this may happen on a localised, informal scale, South Africa should look to implementing a formalised policy. In Australia,

this process has helped conserve financial reserves in the sector. This has had a positive monetary spill over effect into other branches of elderly care.

3.2.1 Cultural Factors

As mentioned in the introduction, there are many cultural factors that need to be taken into account within the South African setting. For example;

“Many older Africans in Khayelitsha believe that if they do not share their pensions with their kin, they do not have much chance of being helped in times of need. Pension sharing as an instrumental act is rooted in the perceived underdevelopment of the state social security system on the one hand, and in the very character of African kinship and the fluidity of today's urban domestic units on the other. Partly triggered by poverty and mass unemployment, African pensioners are under severe normative pressure to share their grants within their families. Taking into account African notions of old age and of personhood, and considering the widespread devaluation of older Africans in social constructions, pension sharing provides older Africans with an (easily available) means by which they can earn (self-) respect” (Sagner, A. & Mtati, R. 1999)

In light of the above and as will be shown in the findings of this report, many HFA have found it difficult to source non-white residents. While attempts have been made by HFA to change their racial profiles, these cultural differences have acted as negative stimuli in respect to transformation.

It has however become clear from the research that in spite of cultural and social norms, some HFA have been very effective in implementing transformation initiatives, while others have not. This disparity may indicate an over-acceptance by certain HFA (with low levels of transformation) of culture as a major factor for unequal racial proportions.

4. Scope, Methodology & Limitations

The objective of the project was to analyse the level of Transformation in 15 Old age Homes across the Western Cape, so as to assess the progress that has been made to date. Linked to this was the identification of problems related to transformation and otherwise, as well as looking at potential solutions to these problems.

The research followed a structured and comprehensive plan. Firstly a series of controlled interviews was carried out, focusing on the management and the governing board of the Homes. A portion of the Resident population was also interviewed. Finally a series of telephonic interviews was carried out, focusing on Residents families. The data from all these interviews was then captured and analysed. The information gained from the analysis was then used to form the basis of this report. Note the information presented in the here is only based on the controlled interviews carried out with management and the governing board. The results of the analysis of the data regarding the resident population and the telephone surveys have been outlined in separate reports.

The key problem faced during this project was interference from mother body organisations. These bodies lie outside of Government jurisdiction. As it was not within the scope of this project to assess the mother body organisations no information is available regarding their current state of transformation. However from our brief interactions with these bodies it seems that substantial transformation has not taken place. It is suggested that a separate study be conducted to assess the transformation of mother bodies.

5. Findings

5.1. General Information

Of the 15 homes evaluated, 14 had a constitution. It should be noted however, that the remaining home formed part of section 21 and subscribed to the legislation therein. All of the homes, save the aforementioned example, provided a copy of their respective constitutions. A relevant section 21 document was also collected. The majority of these documents were revised between 2003 and 2009.

12 of the 15 homes had some form of policy and procedure documentation. 11 of these were able to provide a copy of the necessary documents. Most of the documents were revised between 2007 and 2009, though it should be noted that many of the homes claimed to be in the process of revision.

In light of this, it is pleasing to note that transformation policies had been incorporated into all the HFA constitutions. These coupled with new transformation based policies and procedures help ensure a future of geared towards equality and change. It is important to note that this is not an assurance that transformation will occur and in this regard further monitoring and evaluation needs to occur.

5.2. Governing Board

In the majority of homes, elections of the governing board occurred every two to three years. Two of the 15 homes did not advertise these elections in any way. Of the remaining 13 homes, most chose to advertise in a local newspaper. Word of mouth with the community and social structures was also a popular method of advertising. Radio, magazines and the national newspapers were unpopular choices for advertising.

The average number of Board members was eight. Racial proportions indicated that 51% of all board members were white, 45% were coloured and 4% were black. There were no other racial groupings on the collective boards. 53% of all board members were male and 47% were female.

The average term of office for a board member within a specific position was three years, though many of the homes claimed members could serve indefinitely. With regard to this, 47% of the homes had a succession plan in place. It is important to note that succession plans are a key component to Transformation initiatives as they allow for the incorporation of 'fresh' individuals into the governing board. In this regard stagnation may occur in HFA without succession plans. If transformation on the governing board is to take place succession plans and maximum terms of tenure must become part of HFA legislature.

Whereas there have been strides towards redressing racial imbalances on HFA governing boards, a increased effort needs to be made before HFA can be truly classified as representative.

5.3. Running of the Home for Older Persons

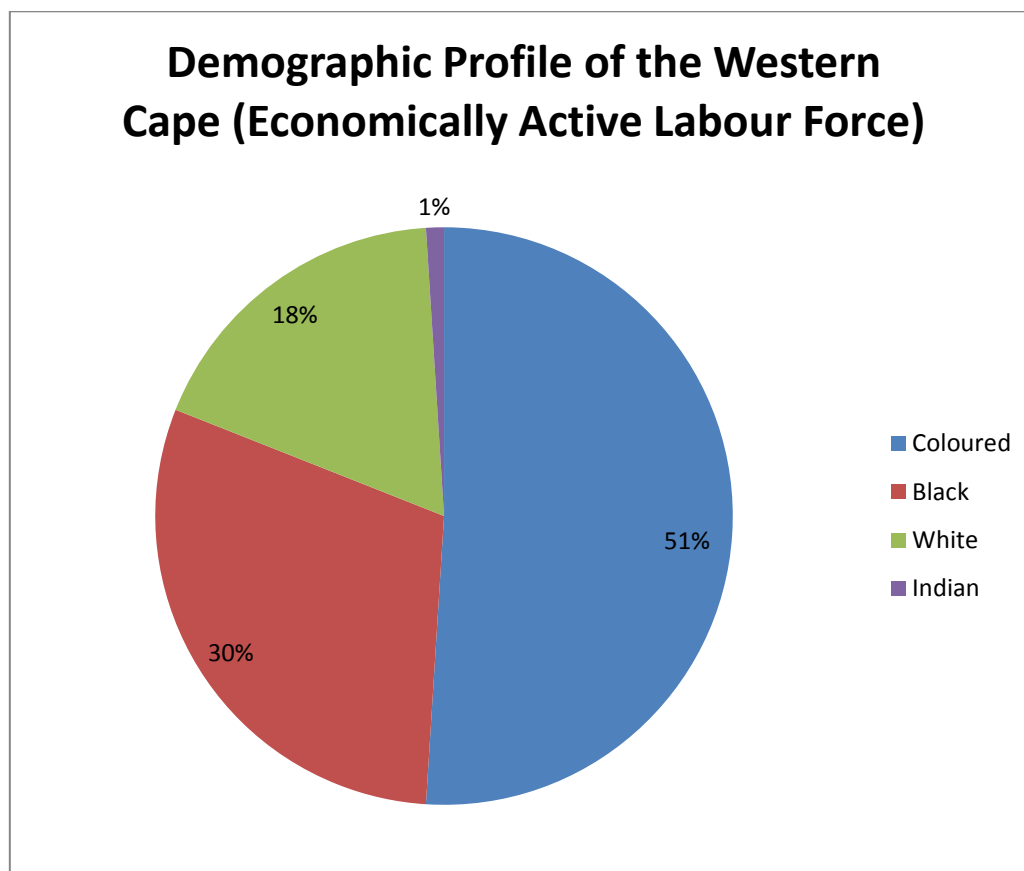
General Meeting

Only one of the homes did not hold a general meeting open to the entire community. Of the remaining homes, most of these meetings were held on an annual basis. 11 of these homes advertised this meeting. Local newspapers and word of mouth were the most popular mediums for advertising. Magazines, national newspapers, radio and flyers proved to be the least popular mediums.

Managment

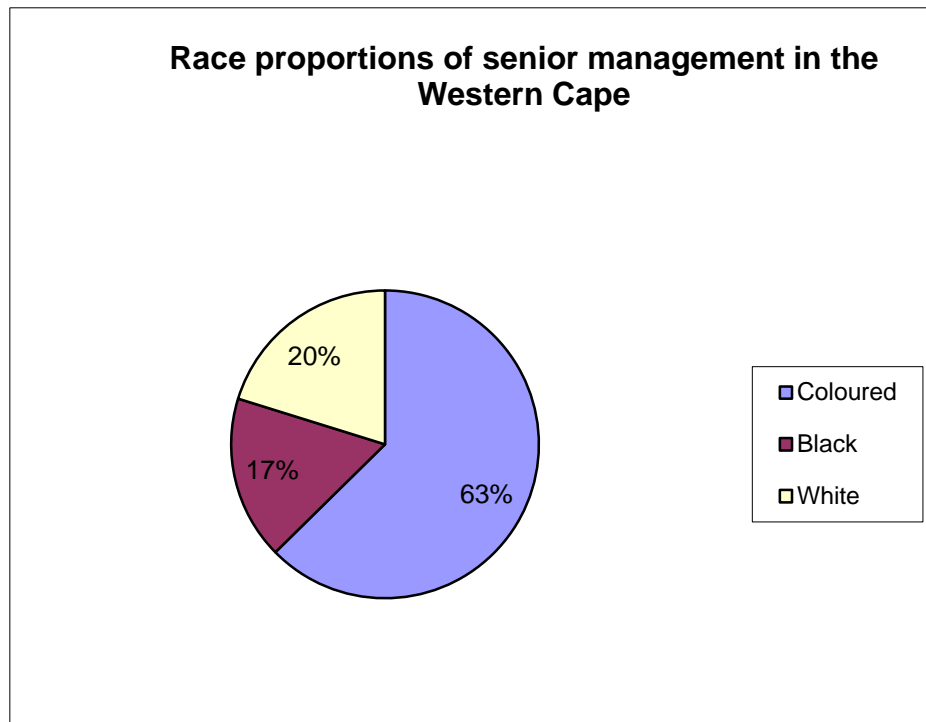
The average number of persons holding a position in management was three. 81% of all managers were female. The racial proportion indicated that 54% of these managers were white and 46% were coloured. There were no black persons and other racial groupings holding management positions. Below is a comparison of the racial proportions of senior management on a provincial scale, the racial proportions of available workforce in the Western Cape and the racial proportions of senior management in HFA sector:

Chart 3



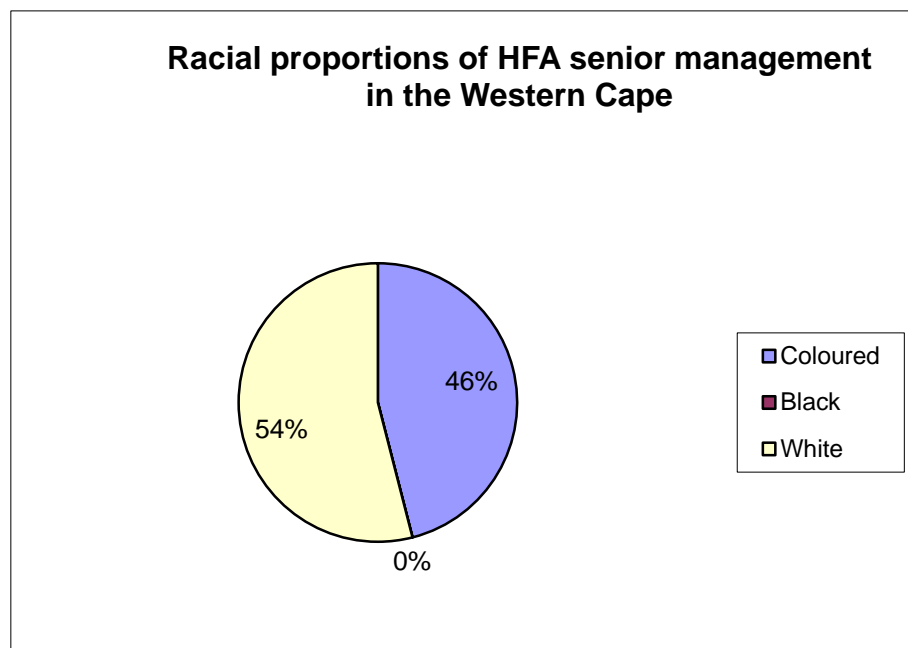
Source: http://bss.sfsu.edu/naff/Research/Western_Cape_Case_Studies

Chart 4



Source: http://bss.sfsu.edu/naff/Research/Western_Cape_Case_Studies

Chart 5



These charts indicate that while HFA adequately reflect the coloured proportion of the Western Capes population (a reflection likewise confirmed when compared to management in general), Black populations are woefully under represented.

The lack of black persons within management positions may be partly due to the unattractive nature of the job. Black persons of management capability are the most highly sought after members of the South African workforce and are thus absorbed more readily into the private sector. Perhaps if management packages for HFA were made more attractive, a higher percentage of black managers would be seen. Again there is also the possibility that HFA themselves are simply not doing enough (be this actively or passively) to attract these individuals. Cultural differences may also play a part in this problem (as was touched on in section 3.2.1) and as such black peoples may not be expressly interested in this type of institution.

Management positions included a General Manager, a Matron or Senior Nurse and an administrator and/or financier. General staff positions included Professional Nurses, Assistant Nurses, Enrolled Nurses, Sisters, Care givers, Kitchen staff, Laundry Staff and General Assistants.

Staff

The average number of staff per home was 46. It should be noted however that many homes outsourced their staff. Outsourced personnel did not form part of our study. 73% of the total permanent staff contingent was coloured, 19% was black and 7% was white. There were no other racial groupings in the collective staff. 90% of the staff were female.

With regard to training programmes, ten of the homes had a management training plan and nine had a staff training plan. Many of the homes claimed to have informal, in-house training initiatives. Processes such as this were not included as legitimate data. In the homes that provided formal plans, training took place, on average every 2 - 3 of months.

Monitoring and Evaluation

Only five of the homes subscribed to a formal monitoring and evaluation process, though many claimed to have an informal 'open door' policy. None of the homes wished to decrease their dependence on state funding.

Interaction with Community Structures

All of the homes interacted with other community structures with the aim of sharing knowledge, technical expertise and management strategies. Aside from localised organisations the most common form of interaction was with larger institutions such as Age in Action, Dementia South Africa, CPOA, ACVV and BADISA. Interaction also occurred with various shelters, havens and hospitals.

All of the homes save one had Outreach programmes in place. Examples of these include student training, donations to other institutions and acting as emergency centres.

Procurement

Seven of the homes had a formal Procurement document. Of these seven, three of the homes provided a copy of the document. Most of the homes followed an informal cheapest/best deal policy. Likewise in most of the homes, Board or Sponsor Authorisation was required for purchases over R5000. Outsourced food and cleaning services also proved to be popular choices for

procurement. Three of the homes also used outsourced contracting for these services. BEE compliant companies such as a BIDWEST and FEEDEM were the primary suppliers for outsourced service. One of the homes had a stock based procurement policy, as it procured goods through its governing mother body (CPOA) via a weekly stock assessment process.

Application Process

All of the homes had a formal application process, though only five used DQ98. The remaining HFA either claimed a lack of understanding regarding DQ98, or that their application process proved to be more effective. As the DQ98 application process is law, this problem needs urgent reprisal.

Residents

On average, homes had 116 residents. 57% of the total residents were white, 38% were coloured and 4% were black. Of all the homes evaluated there was only one Indian resident. No other racial groupings were present. 64% of the residents were female and 36% were male. Only eight of the homes had a residents committee in place. It should be noted however that many of the residents were categorised as group 3 or frail care patients, and as such were unfit to serve on such a committee. There was an average of 3 persons per committee. 78% percent of these individuals were white, 14% were coloured and 4% were black. No other racial groupings were represented in the residents committee. 80% of all committee members were female. Eight of the homes had a residents representative in their management committees.

Popular daily activities for residents included;

- Games (i.e. dominoes, cards, puzzles, bingo)
- Church based activities (i.e. prayer meetings, bible study)
- Exercise
- Physiotherapy
- TV, radio
- Sing-along events
- Reading
- Outings

5.4. Communication and Planning

Seven of the 15 homes had a formal communication plan. The remaining homes contacted residents only when necessary and/or claimed an open door policy. Of the seven homes, all communicated via an annual general meeting and through telephonic means. Newsletters also proved to be a popular means of communication. Emails and Letters proved to be unpopular methods of communication. On average communication took place on an annual basis.

All of the homes claimed to have put a transformation plan in place. On paper only 12 of the homes had a formal plan. The remainder either claimed to be already transformed or in the process of finding previously disadvantaged individuals

5.5 Transformation in HFA

Relative to the definition of transformation as outlined in section 2 (i.e. De-racialisation, fair representation of racial proportion and correction of racial imbalance) certain aspects of the HFA have not indicated a move towards this state of balance. These include the governing board (which remains at 51% white), Management (which is 54% white) and Resident population (which is 57% white).

General staffing of HFA has however moved towards the state of balance reflected in the tenets of the definition of transformation as Staff in HFA are 73% coloured and 19% black.

6. Problems Raised by Homes for the Aged

As part of the structured questionnaire homes were asked to outline any problems they were having. What follows is a compilation of these comments.

Funding

For many HFA, Government funding is proving insufficient. At Present, funding for HFA is based solely on pension and subsidy rates. Geographical location, LSM level, physical condition of home, external donors etc are not taken into account. Due to this the so-called “sub-economic HFA” are finding it increasingly difficult to deliver a suitable level of care.

Many of the HFA complained that the Pension rate was outdated and inadequate, particularly given our present economic climate. Government should look at raising the pension rate to compliment the cost of living. Pensions also became an issue when extra financial support was present (If extra money overlapped the pension (R1300) by even a rand, no subsidy could be claimed). In addition the categories for subsidy need revision, as group status often changed on a daily basis.

The State should also look at subsidising home based care (an activity many of the HFA are involved in) as the requirements are often similar to frail care. This will also put less of a burden on the HFA while still allowing them to be active in their communities.

A special fund should also be created for HFA that fall into specific sub-economic categories. Extra money should come from this fund and be given to HFA as repairs for major breakages and faulty equipment are expensive and many HFA simply cannot budget for them.

Due to the current financial strain placed on many HFA it is unrealistic to expect BEE procurement when homes have to opt for the cheapest/best deal policy.

Government

Many Homes are having problems with the problems with the DSD, the three major concerns are;

- There is intermittent communication between the DSD and HFA, an example being the lack of Outreach information. A boost in this area would be beneficial to all the parties involved.
- The general feeling among HFA was that policy implementation was not consistent, i.e. With regards to DG98; some HFA gave positive feedback, while others claimed not enough assistance was given by DSD.
- There has been a general difficulty in getting social workers to come for admissions screenings. As admissions screenings are a pre-requisite for all incoming residents

and a departmental requirement, the DSD must address this problem. The re-examination and amendment of this will also act to further transformation goals.

The Government should look at building psychiatric centres as many nurses in old age homes are not equipped to deal with psychotic patients. Psychotic patients also raise the danger level of the HFA and patient and staff safety has become an issue.

Only professional nurses can administer chronic medication. This becomes problematic in less affluent homes with few professional nursing staff. It is suggested that this policy be revised.

Staffing

There were major staffing issues that are worth noting are:

- The required nurse to patient ratio is unfeasible and becoming increasingly difficult to fulfil. In addition Professional staff are also being absorbed by the private sector and homes cannot afford to replace these lost skills. Increased State funding may add an incentive for the hiring of professional staff
- Better training is needed for Care givers
- When hiring staff, many HFA claimed that community members from the surrounding area were often given preference over those from elsewhere, largely due to availability and travel logistics. As a result transformation in HFA staff is proving difficult. Why has government not taken these factors into account?

Other

Aside from the aforementioned problems, many HFA were also having difficulty in attracting black residents. There were numerous claims that non-whites kept older people out of HFA, in order to benefit from pension money. This cultural custom was touched upon briefly in section 3.2.1. Perhaps further analysis into this field would yield empirical evidence either supporting or denouncing this claim.

Resident transport (i.e. to and from hospital) was also a problem for many of the poorer homes. It is suggested that a networked support base between HFA and the State would help in finding a solution to this problem. In this sense perhaps clusters of richer and poorer HFA could be constructed enabling a sharing of the necessary services.

7. Recommendations

Given the information presented in section 5 & 6 of the report what follows is a list of findings and recommendations;

- 1 While we acknowledge the difficulty in finding suitable, skilled individuals, Management in many of the more affluent homes has not yet transformed. As a recommendation, we propose a more stringent policy be put in place targeted at Management levels with the primary aim being the monitoring of white-collar recruitment and transformation as well as the structure of the mother bodies.
- 2 Many of the homes that are resistant to change are controlled by Mother Bodies. These bodies act as a pool of resource and personnel yet as they are not government affiliated, they often also hamper transformation initiatives. It is suggested that a study be conducted on these mother bodies to assess their level of transformation.
- 3 Cultural and Racial societal differences with regard to HFA need to be taken into account when assessing the level of transformation. In addition to this wealthier HFA often require extra funding, which is a problem for many previously disadvantaged individuals.
- 4 On average, Nurses working in HFA receive three times less than those working directly for the Department of Health. Many HFA residents require a similar level of care to those in hospital. Furthermore it is often the case that residents are moved from hospital directly to a home. A 'burden' is thus transferred from hospital care to home care. As a recommendation we propose the Department of Social Development negotiate with the Department of Health with the aim of subsidising or co-funding nurses in HFA.
- 5 Only five of the homes used DG98. DSS should look into this documents re-implementation and training initiatives.
- 6 For many homes, transport is problematic especially when residents need to go to hospital. DSS should facilitate discussion between homes, the Department of Health and Hospitals in an attempt to find a solution.
- 7 Funding is a major issue for many of the Homes. Funding is based solely on resident pension and subsidy while other considerations such as geographical location and LSM levels are not taken into account. It is recommended that funding policies should be re-addressed as many of the less affluent homes are struggling to maintain health care standards.
- 8 While many of the homes have approached Para-governmental organisations like the LOTTO and/or similar organisations for funding, a vast majority have not. This is either due to a lack of understanding regarding this process and/or a lack of the appropriate connections. We thus recommend that the Department of Social services form a network between homes and funding parties. Under its control funding could also be divided in a fair manner.
- 9 A network could also be used to connect homes with one another. In this way more affluent homes could form a support process for less affluent homes. Alternatively a community based organisation, in affiliation with the DSD could also be developed.

8. Opportunities

The following are opportunities available in the HFA sector;

Homes could form a network with the aim of sharing information, strategies, and support. Certain bodies already have such a network in place (Richer homes within the group sponsor less affluent homes). Government would do well to assess such an organisation. In regard to this The Department of Health could get involved with the Department of Social Development with the aim of co-funding the nursing sector, sharing information and setting up a network.

As many HFA are unclear as to the logistics (i.e. availability and requirements) behind extra funding (i.e. LOTTO) a governmental body could also be formed with the aim of gathering and allocating money in an appropriate manner. This would prove beneficial to not only the HFA but also to the state as a central control agency would improve communications, provide a mechanism for the fair distribution of wealth and bring about a general improvement to the sector.

9. Conclusion

HFA and policies regarding the Elderly must be revised as South Africa's demographic profile changes. While the majority of HFA have transformed or are in the process of transforming, some have not.

The Department needs to make a decision regarding this latter set of HFA. Either a more stringent screening and transformation process needs to be implemented or funding needs to be re-allocated to more deserving HFA. In this regard funding policies also need revision. Other factors, such as geographical location, specific requirements, the changing nature of group status and community interaction need to be taken into account when considering funding allocation and distribution.

The Department of Social Development also needs to improve its relationship with the Department of Health. Cooperation between these two entities would prove invaluable, particularly in improving the level of care in HFA.

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5. 'Caring for the Elderly' - an Overview of Aged Care Support and Services in Australia

E-Brief: Online Only issued 27 February 2003; updated 30 April 2003

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Social Policy Group

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6. Politics of pension sharing in urban South Africa

Ageing and Society (1999), 19:393-416 Cambridge University Press

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Andreas Sagner ^{a1 c1} and Raymond Z. Mtatil ^{a2}

^{a1} Institute of Ethnology and African Studies, Ludwig Maximilians University, Munich, Germany; Centre for Gerontology, University of Cape Town, South Africa

^{a2} Khayelitsha, Cape Town

7. The Dilemma of Transformation - South Africa (DTSA)
http://www.sagoodnews.co.za/bee/the_dilemma_of_transformation.html
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9. <http://www.statssa.gov.za/census01/census96/HTML/press/Part017.html>

List of Acronyms

HFA	Home for the Aged
DSS	The Department of Social Services
PFS	Policy on Financial awards to Service providers
CPOA	Cape Peninsula Organisation for the Aged
LSM	Living Standard Measure

Appendix A

Nazareth House

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2009
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2009
The Governing Board	
How often does an election of the governing Board occur	Yearly
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	Yes(church)
What is the maximum term of office for a board member?	One Year
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	10
How many of these members are White?	6
How many of these members are Coloured?	3
How many of these members are Black?	1
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	4
How many of these members are female?	6
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No

Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes(church)
Management	
How many persons are there in Management?	11
How many of these are White?	7
How many of these are Coloured?	4
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	10
Staff	
How many non-management staff members does the home have?	10
How many of these are White?	0
How many of these are Coloured?	10
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	10
Training Plans	
Does the home have a management training plan?	No
When did the last management training take place?	NA
Does the home have a staff training plan?	No
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	NA
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	NA
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	Yes
Resident Information	
How many residents are there in the home?	37

How many of these are White?	32
How many of these are Coloured?	2
How many of these are Black?	3
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	11
How many of these are female?	26
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	3
How many of these are White?	3
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	3
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	Yes
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Very old home.
- Well organised
- Helps many people with Outreach programmes
- Adapting to Transformation quite well.
- Complained that it was difficult getting black people to come to the home.
- Raised the issue of staff to patient ratio. Feasibility of ratio incongruent with reality.

Buit-Al-Amen

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2006
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2009
The Governing Board	
How often does an election of the governing Board occur	Every two years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Indefinitely
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	8
How many of these members are White?	0
How many of these members are Coloured?	8
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	5
How many of these members are female?	3
General Meeting	
How often does the home have a meeting which is open to the entire community?	Quarterly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	Yes

Is this meeting advertised in any other way?	No
Management	
How many persons are there in Management?	3
How many of these are White?	0
How many of these are Coloured?	3
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	2
Staff	
How many non-management staff members does the home have?	62
How many of these are White?	0
How many of these are Coloured?	34
How many of these are Black?	26
How many of these are Indian?	2
How many of these are from another race group?	0
How many of these are male?	16
How many of these are female?	46
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2008
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2008
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	NA
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	Yes
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	71
How many of these are White?	3
How many of these are Coloured?	61

How many of these are Black?	1
How many of these are Indian?	6
How many of these are from another race group?	0
How many of these are male?	26
How many of these are female?	45
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	Yes
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	No
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Takes any race or religion. Residents simply have to eat Muslim food and respect Muslim culture. One of the Christian residents claimed that there were no problems living in Buit-al-Aman as they treated her well. Other religious homes would do well to follow Buit-al-Aman's example

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2001
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2005
The Governing Board	
How often does an election of the governing Board occur	Every three years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	Yes
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	No
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Three years
Does the governing board have a succession plan?	No
How many members are on the governing board?	7
How many of these members are White?	0
How many of these members are Coloured?	4
How many of these members are Black?	3
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	4
How many of these members are female?	3
General Meeting	
How often does the home have a meeting which is open to the entire community?	Quarterly
Is this meeting advertised	No
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	No
Management	
How many persons are there in Management?	4

How many of these are White?	0
How many of these are Coloured?	4
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	2
Staff	
How many non-management staff members does the home have?	57
How many of these are White?	0
How many of these are Coloured?	41
How many of these are Black?	16
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	6
How many of these are female?	51
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	133
How many of these are White?	13
How many of these are Coloured?	116
How many of these are Black?	4
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	67

How many of these are female?	66
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	2
How many of these are White?	0
How many of these are Coloured?	2
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	1
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	Yes
Does communication take place via telephonic means?	No
Does communication take place via an email?	No
Does communication take place via a letter?	Yes
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Another very poor home who tries to help everybody
- Impressive list of Outreach programmes
- Needs more funding. Home questioned the States policy that all homes receive similar funding. Economic groups and area should be taken into account

Sen. Cit Resthaven

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2000
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2000
The Governing Board	
How often does an election of the governing Board occur	Every three years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	Yes (community structures)
What is the maximum term of office for a board member?	Three years
Does the governing board have a succession plan?	No
How many members are on the governing board?	4
How many of these members are White?	0
How many of these members are Coloured?	4
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	3
How many of these members are female?	1
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes (community structures)
Management	
How many persons are there in Management?	1

How many of these are White?	0
How many of these are Coloured?	1
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	1
Staff	
How many non-management staff members does the home have?	18
How many of these are White?	0
How many of these are Coloured?	16
How many of these are Black?	2
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	17
Training Plans	
Does the home have a management training plan?	No
When did the last management training take place?	NA
Does the home have a staff training plan?	No
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	NA
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	38
How many of these are White?	5
How many of these are Coloured?	32
How many of these are Black?	1
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	13

How many of these are female?	25
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Home has very few staff. It is struggling to maintain itself with current funding.
- Connected to a Methodist church – Disallows any donation from LOTTO due to moral position on gambling
- Struggling to find black people for the home. Claims only one black person has ever applied for admission.
- Suggested government develop a body which finds funding for needy organisations.
- Again, yet another home claiming to be in the process of changing its constitution. This claim seemed to be a genuine

Coronation Memorial

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2007
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2007
The Governing Board	
How often does an election of the governing Board occur	Every two years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	No
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Indefinitely
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	12
How many of these members are White?	4
How many of these members are Coloured?	7
How many of these members are Black?	1
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	5
How many of these members are female?	7
General Meeting	
How often does the home have a meeting which is open to the entire community?	Every two years
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	No
Management	
How many persons are there in Management?	1

How many of these are White?	1
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	1
Staff	
How many non-management staff members does the home have?	33
How many of these are White?	1
How many of these are Coloured?	32
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	33
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	NA
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	90
How many of these are White?	10
How many of these are Coloured?	77
How many of these are Black?	3
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	45

How many of these are female?	45
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Very poor home
- Supports many people, including those who have nothing.
- Has an impressive list of Outreach programmes.
- Raised the point that group statuses can change. One day a patient could be sick, the next healthy. Government should account for these changes and not simply group residents into 1s, 2s or 3s.
- Suggested the state pay a bonus every 5 years for general repair and furniture.

Beth Rogelim

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2004
Does the Home have a Policies and Procedures document?	No
Can the Home provide a copy of the Policies and Procedures document?	No
When was the Policies and Procedures document revised?	NA
The Governing Board	
How often does an election of the governing Board occur	NA
Is this election advertised?	No
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	No
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	No
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	NA
Does the governing board have a succession plan?	No
How many members are on the governing board?	0
How many of these members are White?	0
How many of these members are Coloured?	0
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	0
How many of these members are female?	0
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	No
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	No
Management	
How many persons are there in Management?	2
How many of these are White?	2
How many of these are Coloured?	0
How many of these are Black?	0

How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	1
Staff	
How many non-management staff members does the home have?	7
How many of these are White?	2
How many of these are Coloured?	5
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	5
How many of these are female?	2
Training Plans	
Does the home have a management training plan?	No
When did the last management training take place?	NA
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	NA
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	153
How many of these are White?	91
How many of these are Coloured?	44
How many of these are Black?	18
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	153
How many of these are female?	0
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0

How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Home takes anybody, no matter how poor. Many residents have nothing. Not even a pension
- Home receives money from the Salvation Army, donations and the State. More funding is however still needed
- No governing board as such, connected to Salvation army headquarters
- Impressive list of outreach programmes. This home seems to help wherever it can

Huis Ysterplaat

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2007
Does the Home have a Policies and Procedures document?	No
Can the Home provide a copy of the Policies and Procedures document?	NA
When was the Policies and Procedures document revised?	2009
The Governing Board	
How often does an election of the governing Board occur	Every three years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	Yes (church)
What is the maximum term of office for a board member?	Three years
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	4
How many of these members are White?	4
How many of these members are Coloured?	0
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	2
How many of these members are female?	2
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes (open days)
Management	
How many persons are there in Management?	3

How many of these are White?	2
How many of these are Coloured?	1
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	3
Staff	
How many non-management staff members does the home have?	24
How many of these are White?	9
How many of these are Coloured?	12
How many of these are Black?	3
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	24
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	Yes
When did the last Monitoring and Evaluation process take place?	2008
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	Yes
Resident Information	
How many residents are there in the home?	84
How many of these are White?	72
How many of these are Coloured?	10
How many of these are Black?	1
How many of these are Indian?	1
How many of these are from another race group?	0
How many of these are male?	17

How many of these are female?	67
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	7
How many of these are White?	7
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	6
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	Yes
Does communication take place by any other means?	Yes (open days)
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Connected to ACVV (Afrikaans Christian Women's Organisation)
- Like BADISA many of the white -collar workers and residents come from within this body.
Due to this transformation has proved difficult
- Confusion regarding board. It was racially mixed on paper yet in reality, many members have left, leaving only whites
- Huis Ysterplaat seemed to have really tried to transform. Claims it has had difficulty attracting non-whites
- Hosts its AGM at an annual market day/bazaar. Residents are encouraged to make and sell products here. Mixing fun, business and resident participation aims at encouraging community involvement.
- Home was uncooperative when it came to obtaining the NOK lists

Highland House

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2008
Does the Home have a Policies and Procedures document?	No
Can the Home provide a copy of the Policies and Procedures document?	NA
When was the Policies and Procedures document revised?	
The Governing Board	
How often does an election of the governing Board occur	Yearly
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	Yes
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	Yes
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	Yes
Is this election advertised via word of mouth?	No
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Two years
Does the governing board have a succession plan?	No
How many members are on the governing board?	14
How many of these members are White?	14
How many of these members are Coloured?	0
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	11
How many of these members are female?	3
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	Yes
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	Yes
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	No
Management	

How many persons are there in Management?	6
How many of these are White?	6
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	4
Staff	
How many non-management staff members does the home have?	134
How many of these are White?	20
How many of these are Coloured?	67
How many of these are Black?	47
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	12
How many of these are female?	122
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	No
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	206
How many of these are White?	206
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0

How many of these are male?	41
How many of these are female?	165
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	Yes
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	Yes
Does communication take place via a letter?	Yes
Does communication take place by any other means?	Yes (open days)
Transformation Information	
Does the home have a transformation plan in place?	No

Additional Information

- Management/Board is 100% Jewish. They claim only Jews could understand or would be interested in working at the Home. Is this a legitimate excuse? If blue-collar positions at the Home can be occupied by non-Jews, why then is Management exempt? What makes the difference?
- Home raised the example that a black doctor would not want to work for Jews, he would rather work for his own kind. This is a sweeping, outdated generalisation.
- Home only accepts Jews as Residents. Is this really acceptable in this day and age? If Buit-ul-Aman can accept anyone, so too can Highland House. Also one of the interviewed residents was not even religious. Perhaps this home should re-examine its transformation process
- Home is very affluent.
- Home was co-operative

Huis Ander van der Walt

General Information	
Does the Home have a Constitution?	No
Can the Home provide a copy of the Constitution?	No
When was the Constitution revised?	NA
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2007
The Governing Board	
How often does an election of the governing Board occur	Every six months
Is this election advertised?	No
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	No
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	No
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Indefinitely
Does the governing board have a succession plan?	No
How many members are on the governing board?	5
How many of these members are White?	5
How many of these members are Coloured?	0
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	3
How many of these members are female?	2
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	No
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	No
Management	

How many persons are there in Management?	3
How many of these are White?	3
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	3
Staff	
How many non-management staff members does the home have?	103
How many of these are White?	2
How many of these are Coloured?	97
How many of these are Black?	4
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	4
How many of these are female?	99
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	Yes
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	Yes
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	370
How many of these are White?	367
How many of these are Coloured?	3
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0

How many of these are male?	37
How many of these are female?	333
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	22
How many of these are White?	22
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	20
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	Yes
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	Yes
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Run more like a hotel/business than an old age home
- Very affluent
- Seemed to be struggling with transformation. Despite answering 'no' to section 3 question 16, I sensed that they actually wanted to move away from state funding and control.
- The home questioned the states interference and constant evaluations. Only six people in the Home were receiving subsidy
- Home had an impressive list of outreach programmes and supported organisations. Wanted to know why outreach was not being taken into account. Valid point
- Home was co-operative

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2003
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2006
The Governing Board	
How often does an election of the governing Board occur	Yearly
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	No
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	Yes (church)
What is the maximum term of office for a board member?	Two years
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	9
How many of these members are White?	8
How many of these members are Coloured?	1
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	6
How many of these members are female?	3
General Meeting	
How often does the home have a meeting which is open to the entire community?	Quarterly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes (church/BADISA)
Management	
How many persons are there in Management?	3

How many of these are White?	2
How many of these are Coloured?	1
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	3
Staff	
How many non-management staff members does the home have?	33
How many of these are White?	10
How many of these are Coloured?	23
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	31
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	95
How many of these are White?	92
How many of these are Coloured?	3
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	25

How many of these are female?	70
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	No
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- BADISA controlled.
- Home struggling to transform. Genuinely seem to have tried. Perhaps BADISA is the problem here. All residents and the majority of white-collar staff come from the BADISA church society. This seems to be a problem in BADISA run homes. As an organisation it provides individuals and resources, while at the same time stifling transformation processes
- Claimed that non-whites kept older people at home for the pension. This is second time this excuse has been made
- Pension and subsidy issues
- AGM only open to Church /BADISA members
- Zonnekus claimed it was struggling to maintain itself. Perhaps this is true, yet the home looked well kept. The present manager was very new. She said the previous managers had run the home into debt and disrepair. Again I cannot ascertain the validity of this statement, though it would seem the manager had no cause to lie

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2003
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2004
The Governing Board	
How often does an election of the governing Board occur	Every three years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	Yes (community structures)
What is the maximum term of office for a board member?	3
Does the governing board have a succession plan?	No
How many members are on the governing board?	11
How many of these members are White?	8
How many of these members are Coloured?	3
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	8
How many of these members are female?	3
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes (church)
Management	
How many persons are there in Management?	2

How many of these are White?	2
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	2
Staff	
How many non-management staff members does the home have?	25
How many of these are White?	6
How many of these are Coloured?	19
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	24
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	Yes
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	Yes
Resident Information	
How many residents are there in the home?	95
How many of these are White?	62
How many of these are Coloured?	33
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	29

How many of these are female?	66
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	6
How many of these are White?	3
How many of these are Coloured?	3
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	4
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	Yes
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	Yes
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	No

Additional Information

- Home is BADISA controlled. They were very wary of the survey. BADISA asked home whether they were ready. Seemed as though there was something to hide
- Outreach programmes seemed insufficient for such an affluent home
- Presented the idea of a mobile tuck-shop, which travels from room to room selling products at cost price. This gives the residents the freedom of choice

CPOA Lilyhaven

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2008
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	No
When was the Policies and Procedures document revised?	2009
The Governing Board	
How often does an election of the governing Board occur	Yearly
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	No
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Indefinitely
Does the governing board have a succession plan?	No
How many members are on the governing board?	8
How many of these members are White?	0
How many of these members are Coloured?	8
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	2
How many of these members are female?	6
General Meeting	
How often does the home have a meeting which is open to the entire community?	No
Is this meeting advertised	No
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	No
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	No
Management	

How many persons are there in Management?	4
How many of these are White?	0
How many of these are Coloured?	4
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	3
Staff	
How many non-management staff members does the home have?	49
How many of these are White?	0
How many of these are Coloured?	27
How many of these are Black?	22
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	6
How many of these are female?	43
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2009
Does the home have a staff training plan?	Yes
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	Yes
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	118
How many of these are White?	2
How many of these are Coloured?	99
How many of these are Black?	17
How many of these are Indian?	0
How many of these are from another race group?	0

How many of these are male?	70
How many of these are female?	48
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	6
How many of these are White?	0
How many of these are Coloured?	4
How many of these are Black?	2
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	4
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	No
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	Yes
Does communication take place via an email?	No
Does communication take place via a letter?	No
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Lilyhaven is located in a very poor area. The home runs at a deficit. It is supported by more affluent homes from within CPOA
- A representative from CPOA was also present in the meeting
- Board members can stay elected indefinitely, which seems incongruent with the notion of transformation and succession. Home claims know one else wants positions here. I cannot be sure of the validity of this statement
- There are no meetings including the community and consequently no advertising regarding these meetings
- Procurement runs through CPOA mother body
- Home could have more outreach programmes

Kensington

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	NA
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2008
The Governing Board	
How often does an election of the governing Board occur	Every two years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	Yes
Is this election advertised via word of mouth?	No
Is this election advertised in any other way?	Yes (community structures)
What is the maximum term of office for a board member?	Two years
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	12
How many of these members are White?	0
How many of these members are Coloured?	12
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	5
How many of these members are female?	7
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	No
Is this meeting advertised through word of mouth?	No
Is this meeting advertised in any other way?	Yes (community structures)
Management	

How many persons are there in Management?	5
How many of these are White?	0
How many of these are Coloured?	5
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	5
Staff	
How many non-management staff members does the home have?	62
How many of these are White?	0
How many of these are Coloured?	61
How many of these are Black?	1
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	8
How many of these are female?	54
Training Plans	
Does the home have a management training plan?	Yes
When did the last management training take place?	2008
Does the home have a staff training plan?	No
When did the last staff training plan take place?	2009
Does the home have an internal Monitoring and Evaluation process?	Yes
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	No
Resident Information	
How many residents are there in the home?	110
How many of these are White?	6
How many of these are Coloured?	96
How many of these are Black?	8
How many of these are Indian?	0
How many of these are from another race group?	0

How many of these are male?	40
How many of these are female?	70
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	No
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	Yes
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	No
Does communication take place via telephonic means?	No
Does communication take place via an email?	No
Does communication take place via a letter?	Yes
Does communication take place by any other means?	No
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- The home was very helpful and free with information and the necessary documents
- With regards to transformation, home claimed that finding black people was proving difficult as it was situated in a largely coloured area
- Also claimed that they preferred people from within the community and the surrounding areas because it was easier for staff in terms of travelling and availability
- Procurement followed a best deal/cheapest buy policy. Said most BEE companies were more expensive and unreliable
- Claimed that constitution was being revised at the time of interview. This is a common excuse. In this case I cannot be sure of the validity of this statement
- Home was uncooperative when it came to obtaining NOK lists

Rosemore

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2009
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	2002
The Governing Board	
How often does an election of the governing Board occur	Every three years
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	No
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	Yes (Invitations)
What is the maximum term of office for a board member?	three years
Does the governing board have a succession plan?	No
How many members are on the governing board?	8
How many of these members are White?	2
How many of these members are Coloured?	6
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	5
How many of these members are female?	3
General Meeting	
How often does the home have a meeting which is open to the entire community?	Every six months
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	Yes
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes (schools and churches)
Management	
How many persons are there in Management?	1

How many of these are White?	0
How many of these are Coloured?	1
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	0
Staff	
How many non-management staff members does the home have?	54
How many of these are White?	0
How many of these are Coloured?	43
How many of these are Black?	11
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	8
How many of these are female?	46
Training Plans	
Does the home have a management training plan?	No
When did the last management training take place?	NA
Does the home have a staff training plan?	No
When did the last staff training plan take place?	NA
Does the home have an internal Monitoring and Evaluation process?	No
When did the last Monitoring and Evaluation process take place?	NA
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	No
Procurement Policies	
Does the home have a Procurement policy?	No
Can the home supply a copy of the Procurement policy?	No
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	Yes
Resident Information	
How many residents are there in the home?	96
How many of these are White?	3
How many of these are Coloured?	78
How many of these are Black?	15
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	37

How many of these are female?	58
Does the home have a residents committee in place?	No
How many members are on the residents committee?	0
How many of these are White?	0
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	0
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	No
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	Yes
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	Yes
Does communication take place via telephonic means?	No
Does communication take place via an email?	No
Does communication take place via a letter?	Yes
Does communication take place by any other means?	Yes (open dates)
Transformation Information	
Does the home have a transformation plan in place?	No

Additional Information

- In the process of changing its governing board
- Also accepted psychiatric patients as there is no other such facility in the area. In desperate need of a separate psychiatric wing.
- Home was totally transformed
- Home was co-operative

General Information	
Does the Home have a Constitution?	Yes
Can the Home provide a copy of the Constitution?	Yes
When was the Constitution revised?	2007
Does the Home have a Policies and Procedures document?	Yes
Can the Home provide a copy of the Policies and Procedures document?	Yes
When was the Policies and Procedures document revised?	
The Governing Board	
How often does an election of the governing Board occur?	Yearly
Is this election advertised?	Yes
Is this election advertised on local radio?	No
Is this election advertised on national radio?	No
Is this election advertised in local newspapers?	Yes
Is this election advertised in national newspapers?	No
Is this election advertised in local magazines?	No
Is this election advertised with flyers?	Yes
Is this election advertised via word of mouth?	Yes
Is this election advertised in any other way?	No
What is the maximum term of office for a board member?	Twelve years
Does the governing board have a succession plan?	Yes
How many members are on the governing board?	15
How many of these members are White?	14
How many of these members are Coloured?	1
How many of these members are Black?	0
How many of these members are Indian?	0
How many of these members are from another race group?	0
How many of these members are male?	4
How many of these members are female?	11
General Meeting	
How often does the home have a meeting which is open to the entire community?	Yearly
Is this meeting advertised	Yes
Is this meeting advertised on local radio?	No
Is this meeting advertised on national radio?	No
Is this meeting advertised in a local newspaper?	Yes
Is this meeting advertised in a national newspaper?	No
Is this meeting advertised in a local magazine?	No
Is this meeting advertised with flyers?	Yes
Is this meeting advertised through word of mouth?	Yes
Is this meeting advertised in any other way?	Yes (church)
Management	
How many persons are there in Management?	3

How many of these are White?	3
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	1
How many of these are female?	2
Staff	
How many non-management staff members does the home have?	26
How many of these are White?	2
How many of these are Coloured?	24
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	0
How many of these are female?	26
Training Plans	
Does the home have a management training plan?	No
When did the last management training take place?	2009
Does the home have a staff training plan?	No
When did the last staff training plan take place?	
Does the home have an internal Monitoring and Evaluation process?	Yes
When did the last Monitoring and Evaluation process take place?	2009
State Funding	
Does the home wish to decrease its dependence on state funding?	No
Interaction with Community Structures	
Does the home interact with other Community structures?	Yes
Is this interaction with the aim to share knowledge?	Yes
Is this interaction with the aim to share management expertise?	Yes
Is this interaction with the aim to share technical expertise?	Yes
Procurement Policies	
Does the home have a Procurement policy?	Yes
Can the home supply a copy of the Procurement policy?	Yes
Application Information	
Does the home have a formal application process?	Yes
Does the home use DG98 in its application criteria?	Yes
Resident Information	
How many residents are there in the home?	47
How many of these are White?	32
How many of these are Coloured?	12
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	16

How many of these are female?	28
Does the home have a residents committee in place?	Yes
How many members are on the residents committee?	5
How many of these are White?	5
How many of these are Coloured?	0
How many of these are Black?	0
How many of these are Indian?	0
How many of these are from another race group?	0
How many of these are male?	2
How many of these are female?	3
Do the residents have a representative on the management committee?	Yes
Communication Information	
Does the home have a communication plan?	Yes
Does communication take place on a weekly basis?	No
Does communication take place on a monthly basis?	Yes
Does communication take place on a quarterly basis?	No
Does communication take place every six months?	No
Does communication take place on an annual basis?	No
Does communication take place at an Annual General Meeting?	Yes
Does communication take place via a newsletter	Yes
Does communication take place via telephonic means?	No
Does communication take place via an email?	No
Does communication take place via a letter?	Yes
Does communication take place by any other means?	Yes (local paper/Word of Mouth)
Transformation Information	
Does the home have a transformation plan in place?	Yes

Additional Information

- Part of the ACVV
- Adhered to transformation quota, though was having problems sourcing non-white individuals
- Home was co-operative

Appendix B: Residence Satisfaction Report

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Introduction

As part of the impact study regarding transformation a further study was conducted. This study aimed at assessing the factors that affect the satisfaction of residents of the HFA. This report is structured as follows. It begins by outlining the scope of this section of the project, it then moves to present the general findings and then summarises the key outcomes from these findings. The report then analyses the “wealth effect” by comparing the satisfaction of residents in Sub-economic Homes vs. Homes that were more adequately funded. The report then ends by presenting an “odds analysis” between key factors in Sub-economic Homes vs. Homes that were more adequately funded.

Scope of the Report

The purpose of this survey was to establish how satisfied residents were living in an HFA. In total 103 residents from 15 HFA's from across the Western Cape were interviewed. At each HFA that was visited residents were asked a total of 10 questions. The responses from these questions were then captured and the data analysed. The results of the survey are complied below.

Findings

Satisfaction regarding quality of Meals

Meals		Freq	Percent	Cum
Very	Dissatisfied	3	2.91	2.91
	Dissatisfied	15	14.56	17.48
	Satisfied	61	59.22	76.70
Very	Satisfied	24	23.30	100.00
Total		103	100.00	

With regard to meals, 3% of residents were very dissatisfied and 15% were dissatisfied. 59% were satisfied and 23% were very satisfied. In total 83% were happy with the meals they received, while 17% were unhappy.

Satisfaction with Ablution Facilities

	Toilet		Freq	Percent	Cum
Very	Dissatisfied		2	1.94	1.94
	Dissatisfied		1	0.97	2.91
	Satisfied		85	82.52	85.44
Very	Satisfied		15	14.56	100.00
Total			103	100.00	

With regard to toilet facilities, 2% of residents were very dissatisfied and 1% were dissatisfied. 83% were satisfied and 15% were very satisfied. In total only 3% were unhappy with the toilet facilities, while 97% were happy. It should be noted however that many within the latter proportion simply accepted the often dirty state of these facilities through an understanding of older persons and their problems.

Satisfaction with Sleeping Arrangements

	Sleep		Freq	Percent	Cum
Very	Dissatisfied		0	0	0
	Dissatisfied		5	4.85	4.85
	Satisfied		68	66.02	70.87
Very	Satisfied		30	29.13	100.00
Total			103	100.00	

With regard to sleeping arrangements, 0% of residents were very dissatisfied and 5% were dissatisfied. 66% were satisfied and 29% were very satisfied. In total only 5% of residents were unhappy with their sleeping arrangements, while 95% were happy.

Satisfaction with level of Care Provided

	Care		Freq	Percent	Cum
Very	Dissatisfied		0	0	0
	Dissatisfied		5	4.85	4.85
	Satisfied		66	64.08	68.93
Very	Satisfied		32	31.07	100.00
Total			103	100.00	

With regard to the level of care in the HFA, 0% of residents were very dissatisfied and 5% were dissatisfied. 64% were satisfied and 31% were very satisfied. In total only 5% of total residents were unhappy with the level of care they received, while 95% were happy.

Satisfaction regarding Available Activities

Activities		Freq	Percent	Cum
Very	Dissatisfied	1	0.97	0.97
	Dissatisfied	11	10.68	11.65
	Satisfied	75	72.82	84.47
Very	Satisfied	16	15.53	100.00
Total		103	100.00	

With regard to activities, 1% of residents were very dissatisfied and 11% were dissatisfied. 73% were satisfied and 16% were very satisfied. In total 12% of HFA residents were unhappy with the activities available to them, while 88% were happy.

Satisfaction with General Facilities

Facilities		Freq	Percent	Cum
Very	Dissatisfied	1	0.97	0.97
	Dissatisfied	2	1.94	2.91
	Satisfied	79	76.70	79.61
Very	Satisfied	21	20.39	100.00
Total		103	100.00	

With regard to the facilities (i.e. TV, Radio) in the HFA, 1% of residents were very dissatisfied and 2% were dissatisfied. 77% were satisfied and 20% were very satisfied. In total only 3% of total residents were unhappy with the facilities, while 97% were happy.

Satisfaction regarding Visiting Times

Visiting		Freq	Percent	Cum
Very	Dissatisfied	1	0.97	0.97
	Dissatisfied	0	0	0.97
	Satisfied	91	88.35	89.32
Very	Satisfied	11	10.68	100.00
Total		103	100.00	

With regard to visiting times, 1% of residents were very dissatisfied and 0% were dissatisfied. 88% were satisfied and 11% were very satisfied. In total only 5% of total residents were unhappy with the visiting times, while 95% were happy.

Satisfaction regarding access to Telephone

Access Telephone		Freq	Percent	Cum
Very	Dissatisfied	0	0	0
	Dissatisfied	4	3.88	3.88
	Satisfied	81	78.64	82.52
Very	Satisfied	18	17.48	100.00
Total		103	100.00	

With regard to Telephone access, 0% of residents were very dissatisfied and 4% were dissatisfied. 79% were satisfied and 17% were very satisfied. In total only 4% of total residents were unhappy with telephone access, while 96% were happy.

Satisfaction regarding the Quality of management

Management		Freq	Percent	Cum
Very	Dissatisfied	2	1.94	1.94
	Dissatisfied	6	5.83	7.77
	Satisfied	58	56.31	64.08
Very	Satisfied	37	35.92	100.00
Total		103	100.00	

With regard to Management, 2% of residents were very dissatisfied and 6% were dissatisfied. 56% were satisfied and 36% were very satisfied. In total only 8% of total residents were unhappy with the quality of management, while 92% were happy.

General Satisfaction

General		Freq	Percent	Cum
Very	Unhappy	2	1.94	1.94
	Unhappy	3	2.91	4.85
	Happy	63	61.17	66.02
Very	Happy	35	33.98	100.00
Total		103	100.00	

In General 2% of residents were very unhappy and 5% were unhappy. 61% were happy and 34% were very happy. In total 7% were generally unhappy and 93% were generally happy

Summary of findings

Overall it was found that the general satisfaction level among residents within the HFA was very high with well over 90% of residents indicating that they were happy. The major issues that caused unhappiness among residents pertained to food (18% of residents indicating that they were

unhappy) and activities (12% of residents indicating that they were unhappy). Unhappiness with management is also worth noting as 8% of residents expressed their unhappiness with current management systems. This high percentage could be due to the fact that very few HFA have a formal internal assessment system. What follows is a discussion around the issues of food and activities.

As outlined above the key problems that have occurred with HFA were surrounding food and activities. With regard to both of these issues, certain HFA do not have adequate financial backing thus they could simply not provide quality service in this regard. When interviewing the HFA on an individual basis some even reported that they had to cut back on certain meal offerings due to the fact that they did not have adequate funds. These HFA produced significantly more negative results than those with adequate financial support. Many of these HFA that suffered from these issues claimed to operate in a sub-economic climate as they were:

- geographically located in poorer areas
- serviced a community in the lower LSM levels
- Limited funding options as they found it very difficult to raise external funds.

Due to these findings a further analysis has been conducted. This analysis aims to assess the validity of the above mentioned problem by analysing the responses of residents from Sub-economic Homes vs. Homes that were more adequately funded separately. The difference in funding between Sub-economic Homes and Homes that were more adequately funded has been termed the “Wealth Effect”.

Wealth Effect Analysis

In order to assess if a Wealth Effect existed each of the above mentioned analyses was rerun. The analysis grouped the responses from residents into two homogenous groups these were Sub-economic Homes and Homes that were more adequately funded. What is presented below is a selection of these analyses.

Activities

3.1) Sub-economic group

Activities		Freq	Percent	Cum
Very	Dissatisfied	1	1.33	1.33
	Dissatisfied	10	13.33	14.67
	Satisfied	59	78.67	93.33
Very	Satisfied	5	6.67	100.00
Total		75	100.00	

3.2) Non sub-economic group

Activities		Freq	Percent	Cum
Very	Dissatisfied	0	0	0
	Dissatisfied	1	3.57	3.57
	Satisfied	16	57.14	60.71
Very	Satisfied	11	39.29	100.00
Total		28	100.00	

In the sub-economic group 15% of residents were dissatisfied with the activities in the HFA, while in the non sub-economic group only 4% were dissatisfied.

Facilities

4.1) Sub-economic group

Facilities		Freq	Percent	Cum
Very	Dissatisfied	1	1.33	1.33
	Dissatisfied	2	2.67	4.00
	Satisfied	63	84.00	88.00
Very	Satisfied	9	12.00	100.00
Total		75	100.00	

4.2) Non sub-economic group

Facilities		Freq	Percent	Cum
Very	Dissatisfied	0	0	0
	Dissatisfied	0	0	0
	Satisfied	16	57.14	57.14
Very	Satisfied	12	42.86	100.00
Total		28	100.00	

In the sub-economic group 4% of residents were dissatisfied with the facilities in the HFA, while in the non sub-economic group 0% were dissatisfied.

Overall Satisfaction

5.1) Sub-economic group

General		Freq	Percent	Cum
Very	Unhappy	2	2.67	2.67
	Unhappy	3	4.00	6.67
	Happy	45	60.00	66.67
Very	Happy	25	33.33	100.00
Total		75	100.00	

5.2) Non sub-economic group

General		Freq	Percent	Cum
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Very	Unhappy		0	0	0
	Unhappy		0	0	0
	Happy		18	64.29	64.29
Very	Happy		10	35.71	100.00

	Total		28	100.00	

When analysing overall satisfaction it was found that in the sub-economic group 7% of residents were unhappy, while in the non sub-economic group 0% were unhappy.

In general these findings indicate a greater level of dissatisfaction among residents in sub-economic conditions. In non sub-economic HFA, there is a lessened level of dissatisfaction and in some cases none at all. These findings indicate very strongly that a wealth effect is present and a review of funding policy should be undertaken so as to ensure that wealth is more equally spread among homes.

In an effort to add some statistical rigor to these findings logistic regression was carried out on the data that was obtained. The key findings from these analyses are outlined below.

Through the analysis two major factors were identified. It was found that Residents were 24 times more likely to be satisfied overall if they were satisfied with the meals that they received. Further residents were also 64 times more likely to be satisfied overall if they were satisfied with the facilities that they had. This indicates that on a statistical level the two key components that need to be focused on to ensuring that residents are satisfied are the food and facilities. As is clear both of these are strongly linked to available funding.

Conclusion

Overall it has been found that the majority of residents are happy i.e. more than 90% have indicated this. However through the analysis it has emerged that the two main factors that residents are currently unhappy with are the Food and the Activities that are available. This unhappiness is more pronounced in the sub-economic HFA due to the fact that these homes cannot afford better amenities.

However looking forward the two factors that need to be concentrated on to ensure resident's ongoing satisfaction are once again Food as well as available Facilities for residents. Both of these factors are strongly aligned with funding availability. Thus it is strongly recommended that funding policies be reviewed to take into account the social circumstances of each HFA.

Appendix C: Communication between Homes and Resident's Families

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Introduction

This report aims to assess the level of communication between the HFA and the HFA resident's families. With this in mind this questionnaire was developed and telephonic interviews were conducted. This report follows the structure of the questionnaire:

The first section pertains to the Next of Kin's (NOK) choice in HFA, the second is an assessment of the communication process and in the third the NOK is asked to rate the HFA and make general comments.

Findings

Of the 15 HFA, 6 submitted NOK lists for analysis. It should be noted however that continuous attempts were made to obtain lists from the remaining HFA, with no success. In total over 200 people were interviewed, though attempts were made to contact over 400 NOK's. This lack of sufficient response was largely due to outdated or wrong numbers. Below is a study of the consolidated findings.

Choosing a Home

In total 55% of HFA NOK's found the homes through a general word-of mouth process. Similarly, 44% found the homes through 'Other' Word-of-mouth means such as interaction with a social worker, religious bodies, Hospitals and having lived in the area. Other popular choices in this category included the telephone directory and the NOK having known someone who worked in the chosen HFA.

Finding an HFA through advertising proved to be the least popular method of choosing a home. As a result advertising relating to newspapers, magazines, radio and 'other' means all yielded completely negative responses. In addition only 1% of NOK's used the internet to choose an HFA.

Communication

The primary form of communication occurred on an informal, ad hoc basis, meaning contact only occurred when there was a problem with the resident and/or funding. 36% of all NOK's claimed this response. This result correlates to the most utilized method of communication, the telephone. 57% of all interviewed NOK's claimed to have contact from the HFA via this method.

Frequency

Weekly communication was the second highest rate of contact with 19% of NOK's claiming this result. Other results showed that 8% experienced monthly contact, 6% experienced half yearly contact, 5% experienced quarterly contact and 1% experienced yearly contact. 29% of NOK's do not have regular or ad hoc contact with the HFA.

These results show that despite many HFA having claimed a formal communication policy, the reality is ostensibly not true.

Means of Communication

Aside from telephonic means the second highest form of communication was through visiting (12%). Many NOK's claimed to visit the HFA on a regular basis and required no further form of communication. Likewise many NOK's had direct telephonic contact with the relative and also required no further communication.

9% claimed to receive communication during the Annual General Meeting (AGM) while 5% received a general newsletter. Communication via letters and emails proved to be the least popular means of communication claiming 5% and 3% respectively.

9% of NOKS had no form of communication with the HFA.

When given the choice for a preferred method of communication 87% of NOK's opted for telephonic contact. 7% preferred email contact, 3% letter contact, 2% newsletter contact, 1% AGM contact and 1% contact through visiting. Of this contact the primary form of information pertained to changes in fees and major problems with the resident (i.e. sickness).

On a scale from 1 to 10 (with 1 being very dissatisfied and 10 being very satisfied) NOK's were asked to rate their level of satisfaction with the HFA's current communication process

The graph below outlines these results:

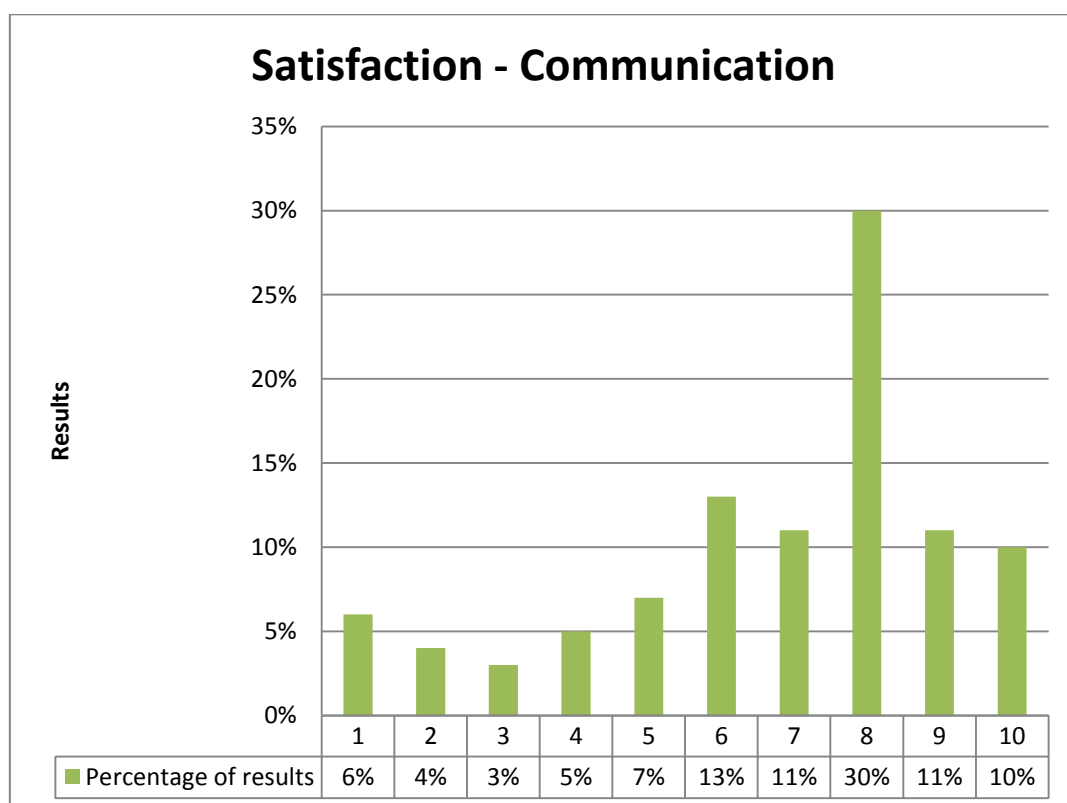


Figure 1: Satisfaction regarding Communication (1 - very unsatisfied & 10-very satisfied)

The above graph shows that the majority (62%) of NOK's were satisfied (7 -10) with the HFA communication process, 25% were indifferent (4-6) and 13% were dissatisfied (1-3).

When this result is contrasted with the frequency of communication (36% of NOK's have intermittent contact with the HFA and 29% experienced no contact at all) the consequential level of satisfaction becomes incongruent with reality.

Information not captured but picked up by the interviewer, was that many NOK's expressed emotions such as regret and guilt for having a resident in an HFA. As a result the interviewer has concluded that this positive result may in fact be a manifestation of these negative emotional responses.

In this sense, many NOK's do not expressly require a higher level of communication.

Similarly the question relating to whether HFA informed NOK's of decisions relating to the home, revealed a parallel result. Below is graph of these results:



Figure 2: Satisfaction with HFA communication in respect of decisions (1-very unsatisfied & 10-very satisfied)

Again the majority (63%) of NOK's were satisfied (7-10) with the HFA's communication with regard to decisions, 25% were indifferent (4-6) and only 12% were dissatisfied (1-3).

General Rating

NOK's were also asked to rate the Home itself a similar scale was used for this analysis (1 – very unsatisfied & 10 – very satisfied) . This rating aimed to reflect how NOK's felt about services provided by the Home. Below is a graph of the results:

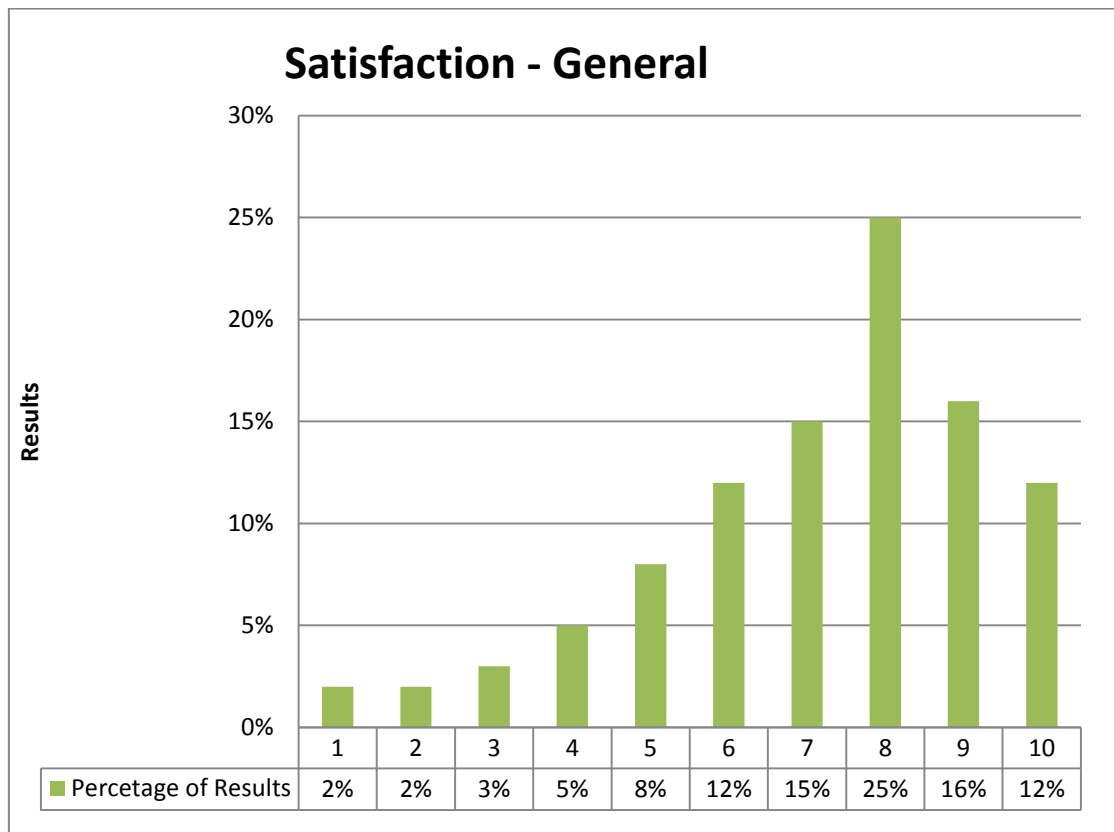


Figure 3: Overall Satisfaction with communication (1-unsatisfied & 10-very satisfied)

The majority (68%) of NOK's were generally satisfied (7-10) with their HFA, 25% were indifferent (4-6), while only 7% were dissatisfied (1-3).

While the general level of satisfaction is high, many NOK's claimed to have little knowledge of the HFA and the services offered. Many simply claimed a more positive result despite this knowledge. This result correlates to the notion of expressed guilt and regret as discussed earlier.

General comments

The general comments section revealed three key problems NOK's felt HFA needed to address, they are:

- A stagnant flow of information: Many of the HFA do not keep continuous contact with next of kin.
- Theft of residents valuables in the HFA: Next of kin complained that they had to continuously replace the residents valuables
- Indifferent and/or abusive staff: NOK's felt that some staff were not concerned about the plight of the residents within the Home

Conclusion & Recommendations

The level of communication in HFA is relatively low. This result could be indicative of a fallacy as 7 of the 15 HFA claimed to have a formal communication plan. This clearly indicates that while formal plans are in place they are not being implemented effectively.

It is clear from the results that while there is limited communication, satisfaction levels remain high. In conclusion, communication between HFA and HFA resident's families is at present, operating at an adequate level.

Increased levels of communication would however close the distance between HFA and HFA resident's families and provide a possible boost to fund collection and problem solving.

It is thus strongly recommended that each HFA have a formal communication policy and implementation plan that is overseen by the DSD.