

Heathcotes Care Limited

Balby

Inspection report

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Good 

Summary of findings

Overall summary

About the service

Balby is a residential care home providing personal care to up to 8 people. The service provides support to younger adults who live with a learning disability, mental health conditions or autistic people. At the time of our inspection there were 8 people using the service.

People's experience of the service and what we found:

We expect health and social care providers to guarantee people with a learning disability and autistic people respect, equality, dignity, choices and independence and good access to local communities that most people take for granted. 'Right support, right care, right culture' is the guidance CQC follows to make assessment and judgements about services supporting people with a learning disability and autistic people and providers must have regard to it.

Right Support

People were supported extremely well by staff who had a strong understanding of how to promote their independence and provide the maximum choice possible. Staff supported people to achieve their goals and aspirations, by empowering people and identifying people's strengths. People enjoyed a fulfilled life, participating in activities meaningful to them both within the service and while accessing their local community. The support people received was adjusted to specifically meet their individual needs, to provide the best outcomes for them. People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice.

Right Care

People's diverse needs were considered in all aspects of their care; this included care planning, risk assessing and the day to day support people received. Staff were guided on how to provide exceptional individualised person-centred support with detailed care plans which provided clear guidance on people's wishes. The provider worked in partnership with external professionals involved in people's care and ensured decisions involved them, the people important to them and people who knew them well. Staff had a good understanding of how to support people safely and demonstrated their knowledge of safeguarding. People's individualised communication needs were clearly recorded. The provider and staff understood the importance of adjusting their approach to people's preferred way of communicating. People's medicines were managed safely, and they were consulted on how they wished to take their medication; staff encouraged people to become independent on administering their own medicines.

Right Culture

One of the key strengths of the service was the registered manager and the leadership and values they implemented within the service. People led inclusive, empowered lives. This was consistently driven by the registered manager and subsequently staff who felt they were supported well by the registered manager. People were continuously supported to achieve their goals and develop their aspirations through innovative

care and support. Quality of life was enhanced by a culture of consistent development, improvement and working in partnership with people, and those important to them including external professionals. Any concerns or complaints were managed professionally, transparently and with integrity.

For more details, please see the full report which is on the CQC website at www.cqc.org.uk

Rating at last inspection

The last rating for this service was Good (published 13 March 2018).

Why we inspected

This inspection was prompted due to the time since the last inspection.

Follow Up

We will continue to monitor information we receive about the service, which will help inform when we next inspect.

We undertook a focused inspection to review the key questions of safe, caring, responsive and well-led only. For those key question not inspected, we used the ratings awarded at the last inspection to calculate the overall rating.

You can read the report from our last comprehensive inspection by selecting the 'all reports' link for Balby on our website at www.cqc.org.uk.

The five questions we ask about services and what we found

We always ask the following five questions of services.

<p>Is the service safe?</p> <p>The service was safe.</p> <p>Details are in our safe findings below.</p>	<p>Good ●</p>
<p>Is the service caring?</p> <p>The service was exceptionally caring.</p> <p>Details are in our caring findings below.</p>	<p>Outstanding ☆</p>
<p>Is the service responsive?</p> <p>The service was exceptionally responsive.</p> <p>Details are in our responsive findings below.</p>	<p>Outstanding ☆</p>
<p>Is the service well-led?</p> <p>The service was well-led.</p> <p>Details are in our well-led findings below.</p>	<p>Good ●</p>

Balby

Detailed findings

Background to this inspection

The inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 (the Act) as part of our regulatory functions. We checked whether the provider was meeting the legal requirements and regulations associated with the Act. We looked at the overall quality of the service and provided a rating for the service under the Health and Social Care Act 2008.

Inspection team

The inspection team consisted of 1 inspector and an Expert by Experience. An Expert by Experience is a person who has personal experience of using or caring for someone who uses this type of care service.

Service and service type

Balby is a 'care home'. People in care homes receive accommodation and nursing and/or personal care as a single package under one contractual agreement dependent on their registration with us. Balby is a care home without nursing care. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

Registered Manager

This provider is required to have a registered manager to oversee the delivery of regulated activities at this location. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Registered managers and providers are legally responsible for how the service is run, for the quality and safety of the care provided and compliance with regulations.

At the time of our inspection there was a registered manager in post.

Notice of inspection

The inspection was unannounced.

What we did before the inspection

We reviewed information we had received about the service since the last inspection. We sought feedback from the local authority and professionals who work with the service. We used the information the provider

sent us in the provider information return (PIR). This is information providers are required to send us annually with key information about their service, what they do well, and improvements they plan to make. We used all this information to plan our inspection.

During the inspection

We spoke with 3 people that used the service. We used the Short Observational Framework for Inspection (SOFI). SOFI is a way of observing care to help us understand the experience of people who could not talk with us. We spoke with 3 support workers, 2 team leaders and the registered manager. We looked at 2 care plans, 2 medicines records, policies and procedures and information relating to the management of the service. After the inspection we spoke to 2 relatives.

Is the service safe?

Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm.

At our last inspection we rated this key question Good. At this inspection the rating has remained Good. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse and avoidable harm

- People were safeguarded from abuse and avoidable harm.
- People were protected from abuse because staff knew them well.
- Staff received training on how to recognise and report abuse and knew the processes to be followed to keep people safe. Relatives told us, "He feels safe there. It's his home because of the people there make it feel like his home."

Assessing risk, safety monitoring and management

- The provider assessed risks to ensure people were safe. Staff took action to mitigate any identified risks.
- Regular checks were made on the premises and equipment to ensure people's safety. This included checks by external contractors on water and fire safety.
- People were consistently supported to take positive risks in order to have maximum choice and control over their lives. Positive and practical strategies opened up opportunities and social activities for people. This meant people had freedom and independence whilst always remaining safe.
- Staff supported people to break down barriers when it came to achieving their potential and aspirations. Risk assessments and regular monitoring supported people to progress at their own pace towards their goals. One person wanted to have time without support. Staff supported this person to take safe steps to achieve this goal.
- Staff worked with people to ensure risks were monitored. One member of staff told us, "Constant reassurance is given to all individuals, such as letting them know that it's OK to try new things, and that we will not put them in any danger. Also, giving encouragement and praise when they try new challenges."

Staffing and recruitment

- The provider ensured there were sufficient numbers of suitable staff.
- The provider operated safe recruitment processes.
- Enough suitably qualified and trained staff were available to meet people's needs and keep them safe. Staff were knowledgeable of the people they supported and were able to tell us about people's individual needs, wishes and goals.

Using medicines safely

- People were supported to receive their medicines safely.
- Systems and processes to administer, record and store medicines safely were robust. Regular checks were completed to ensure staff remained competent to safely administer medicines.
- Staff understood and implemented the principles of STOMP (stopping over-medication of people with a

learning disability and autistic people). The service ensured people's medicines were reviewed by health professionals in line with these principles.

- Medicine administration records (MARs) were completed accurately.
- Staff had access to relevant guidance for people who received medicine 'as required' (PRN) to ensure medicines were only administered when needed.
- People were supported to participate in managing their own medicines and were included in all decisions made around their medicines.

Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider was supporting people living at the service to minimise the spread of infection.
- We were assured that the provider was admitting people safely to the service.
- We were assured that the provider was using PPE effectively and safely.
- We were assured that the provider was responding effectively to risks and signs of infection.
- We were assured that the provider was promoting safety through the layout and hygiene practices of the premises.
- We were assured that the provider was making sure infection outbreaks can be effectively prevented or managed.
- We were assured that the provider's infection prevention and control policy was up to date.

Visiting in Care Homes

- People were able to receive visitors without restrictions in line with best practice guidance.
- The provider supported people to meet and visit their relatives to ensure relationships were maintained. Relatives said, "After 20 minutes visiting here, they will say to carers, 'Go now. Finish'. They are happy there."

Learning lessons when things go wrong

- The provider learned lessons when things had gone wrong.
- We consistently found examples of the provider reflecting on activities, accidents and incidents and concerns raised to identify areas where people's support and practice could be improved.

Is consent to care and treatment always sought in line with legislation and guidance?

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The MCA requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People can only be deprived of their liberty to receive care and treatment with appropriate legal authority. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguarding (DoLS)

- The provider was working in line with the Mental Capacity Act.
- People were involved in decisions about their freedom. One person said, "I was trying my best to stick to arrangements, but it wasn't working, so we talked to a social worker and agreed to an emergency DoLS being submitted. It was for the best and they [staff] were right, I can see that now. I didn't like it at first, but I was glad of staff supporting me and I get why, it was for my safety."

Is the service caring?

Our findings

Caring – this means we looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect.

At our last inspection we rated this key question Good. At this inspection the rating has changed to Outstanding. This meant people were truly respected and valued as individuals extremely well. They were fully empowered as partners in their care.

Ensuring people are well treated and supported; respecting equality and diversity

- People were exceptionally well supported and treated. People's diverse needs and experiences were equally respected.
- Staff were exceptionally compassionate, thoughtful and were focussed on enriching people's lives by assisting them to achieve their desired outcomes and goals. For example, people were actively encouraged and supported to establish and maintain relationships with friends and family. People were supported to sustain family connections and travel long distances to see their relatives.
- People were empowered to live their lives the way they wanted to. They received support to have the confidence to express their views about how they wanted their life to be meaningful. Staff encouraged people to enable them to make choices in relation to the work they undertook, sports activities they took part in, the clothes they wore and the music they enjoyed. For example, one person told us fashion was very important to them and they loved wearing and shopping for fashionable outfits. They proudly showed us several outfits they had selected for up-and-coming parties, each outfit had matching accessories like shoes and hair bands. They were incredibly excited to be planning how they would style their hair along and their choice of make-up they would apply.
- The management and staff team knew people's unique and diverse characteristics well enough that they had become skilful in anticipating their needs where people did not use words to communicate. One staff told us, "Sometimes individuals will have a conversation with support colleagues telling them what is distressing them but not always, observing changes and behaviours to normal routines can be an indication that all is not well. And listening to the individual and conveying to them that you are aware of how they may be feeling."

Supporting people to express their views and be involved in making decisions about their care

- People were supported exceptionally well to express their views and make decisions about their care.
- Staff found innovative ways to support people who had difficulty communicating verbally. This was by understanding what gestures, behaviours, and non-verbal communication methods meant, which enabled people to express their unique views. One relative said, "Each day can be totally different, even the weather can make a change in [my relative]. They have consistency from staff, and they do not like change. They [staff] understand [my relative] now better than we do. [Staff] have always gone the extra mile."
- People led busy lives with lots of activities of their choice taking place each day and evening. One person told us they had been supported to go to London to see a show at the theatre, which they had enjoyed immensely, but found London too busy. Once home they had been supported to research smaller venues and tried out several shows in smaller cities which suited them better. They said they had really loved

watching Disney on Ice and Mamma Mia the musical.

- Where people were ready to further develop, they were encouraged to be more independent which helped them to increase their self-esteem and build self-belief. For example, one person told us about a fitness group they regularly attended which had built their confidence and helped them increase their fitness levels and quality of life.

Respecting and promoting people's privacy, dignity and independence

- People's privacy, dignity and independence were exceptionally well respected and promoted.
- Respect for privacy and dignity was at the heart of the service's culture and values. It was embedded in everything staff did. Staff supported people to attend volunteering placements and participate in educational and vocational opportunities which improved their quality of life and increased independence immensely. One person wanted to give back to the local community and was supported to choose where to volunteer. They selected a local food bank, which helped people in financial hardship. This helped to develop the persons living and organisational skills. Staff praised the hard work and dedication the person had given and said there was an obvious increase in their self-esteem and confidence as they continued to blossom in the role and continued to develop new skills.
- Staff were extremely caring and demonstrated respect and empathy for the people. One person said, "I love it here, its brilliant. I would rate here as outstanding."
- Without exception relatives said they would recommend the service to others and spoke positively about how caring and compassionate staff were. A relative said, "One small example was [my relative] was ill and admitted to hospital and reassuring familiar [staff] faces were always there to care for them. Staff took [my relative] to the toilet, so they were not supported by strangers, and that went on for weeks."
- There were several staff who had worked at the service for a long time. This had created a 'family' atmosphere where people had established caring and trusting relationships. Staff respected this was people's home and maintained appropriate professional boundaries.
- People's right to privacy and confidentiality was respected. People had their own keys to their bedrooms and staff respected it was their own personal space. One person was proud to show us their bedroom and explained it was important to for them to have their own personal space which they used as a sanctuary for their peace and relaxation.

Is the service responsive?

Our findings

Responsive – this means we looked for evidence that the service met people's needs.

At our last inspection we rated this key question Good. At this inspection the rating has changed to Outstanding. This meant people's needs were exceptionally well met.

Planning personalised care to ensure people have choice and control and to meet their needs and preferences

- There were innovative ways to support people take part in a wide range of different activities and events. The provider consistently encouraged people to follow their dreams and ambitions, however big or small. People regularly tried new activities and staff ensured there should not be any obstacles to people trying new things or limits to the experiences they could have. For example, one person had wanted to give back to the community so was supported to carry out research which led to them training for and completing the race for life. They were able to raise a significant amount of money for cancer research, which was a charity that was very close to their heart. The persons fitness levels improved from training, and everyone was immensely proud giving the person a great sense of self-worth. The person said, 'I enjoyed completing the race and raising money to help others.'
- People were empowered to have maximum choice and control over their care and support. People and their relatives contributed to the development of their care records and worked collaboratively with staff to tailor the care in line with individual preferences. A staff member told us, "I have worked in various health care settings and Balby is by far the best place I have worked. The support and encouragement you receive from the manager and team leaders is outstanding. The support colleagues here at Balby all work very well as a team and between us we are able to support the individuals and each other in the most productive way."
- Staff provided people with extremely empowering care which exceeded expectations. People were encouraged to be proud and believe in themselves which was fundamental in them achieving a fantastic quality of life. We consistently heard staff praising people, telling them how proud they were of them and building their confidence by telling them they were lovely people. One staff said, "I am proud of you. Are you proud of yourself because you really should be?"
- Staff spoke enthusiastically about the impact they had on people's lives. One staff member told us, "I took 2 individuals clay pigeon shooting and gave them information of what it involved and the risks. They were both still happy to go and they did the activity with no issues, and really enjoyed it. They have also asked to go back which is something we are going to help arrange." Another staff said, "What makes us outstanding is the positive effect that we have on the people lives here at Balby. When an individual we support first moved into the home they struggled with basic life skills such as personal hygiene, cooking and cleaning but all support colleagues worked as a team to motivate and help the individual learn these life skills. This person now wakes up in a morning has a shower and cleans their bedroom. After some support and motivation was given, they can now also cook a full meal without input from support colleagues."
- A precisely planned transition successfully enabled one person to move into the service after a long stay in hospital. The setting was very different for them, and staff spent time getting to know them to understand what was important to them. Throughout the transition staff demonstrated they were consistently listening

and showing an interest in the person which gave them a voice and made them feel in control and valued. Professionals said it's the happiest the person had been, and they were amazed at their progress. Family also said they have seen such a positive difference.

Meeting people's communication needs

Since 2016 all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard. The Accessible Information Standard tells organisations what they have to do to help ensure people with a disability or sensory loss, and in some circumstances, their carers, get information in a way they can understand it. It also says that people should get the support they need in relation to communication.

- The provider was meeting the Accessible Information Standard.
- People's communication needs were consistently well understood and supported.
- Communication plans contained comprehensive information on how best to support each person. One person wanted to watch England play football, however they had been held back due to anxiety of crowded places. Staff consulted with them and by encouraging and motivating them to watch smaller local games, taking steps to build confidence to attend bigger matches and eventually empowered them to enjoy attending an England game. With support they learnt how to search for events, price tickets and book seats. They managed to overcome their anxiety and built on communication skills and independence.
- People had been extensively involved and consulted with about how they wanted to be supported when they were upset or distressed. Where people exhibited behaviours of emotional distress, risks had been significantly reduced because staff had supported people to understand what triggered them and then educated them how to successfully self-manage situations.
- People had been empowered to express their needs and staff had been successful in reducing the need for measures that had previously been used to control people's behaviour. One staff said, "Each person communicates differently how they would like to spend their time, some may be more open and direct about what they would like to participate in, whereas others may require more encouragement to engage. It is important to promote positive risk taking with individuals, as it helps individuals to learn, grow and experience new things. It helps to develop confidence and resilience, as well as helping to recognise and discover abilities which they have, helping to develop further opportunities."

Supporting people to develop and maintain relationships to avoid social isolation; support to follow interests and to take part in activities that are socially and culturally relevant to them

- People were supported exceptionally well to maintain relationships, follow their interests, and take part in activities that were relevant to them.
- The provider was committed and passionate in supporting people who used the service to form and maintain relationships to avoid isolation and live a meaningful life. For example, a person struck up a friendship which they said they wanted to pursue. They were supported by initially writing letters to their new friend, to establish if the relationship was consensual, and then staff planned and facilitated face to face meetings. The person said, with excitement and a smile on their face, "I'm going to save my money up to perhaps take [my friend] to town and for a lakeside walk."
- Staff encouraged people to try a range of pursuits, education and work-related activities to lead a fulfilling life. Staff regularly met with people and looked at opportunities in the community that met people's interests. This made a significant positive impact for people. For example, staff supported 2 people to take part in mock job interview to develop confidence for a particular job that had been identified to meet their interests. Through consistent support and encouragement both people had been successful in gaining employment. One person said with pride, "I start my job on Thursday. I have a split day with someone else and I will be working in the afternoon. I get paid too and will get a wage slip." Another person told us how excited they were to be starting a new job, which had led to them decided to study the highway code with

plans to have driving lessons and a dream to drive which they said would enhance their independence.

Improving care quality in response to complaints or concerns

- People's concerns and complaints were exceptionally well listened to, responded to and used to improve the quality of care.
- People who used the service and relatives were supported and encouraged to raise concerns, which were seen by the service as a positive contribution to make improvements to the quality of care provided.
- None of the people and relatives we spoke with had any complaints or concerns to share with us but told us that they would talk to the registered manager if they had anything to share. A relative said, "No complaints, but even the slightest twinge and I would get in touch with them. I've never had a disagreement with them about anything. They recognise [my relatives] needs and get on with it."

End of life care and support

- The provider was not supporting anyone with end of life care at the time of our inspection. They recognised there was a need to gather the thoughts of people on how they would want to be supported at the end of their life and clearly recorded their wishes.

Is the service well-led?

Our findings

Well-led – this means we looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture.

At our last inspection we rated this key question Good. At this inspection the rating has remained Good. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people

- There was an exceptionally positive, open and inclusive culture at the service.
- The provider had exceptional systems to provide person-centred care that achieved good outcomes for people.
- The provider had an awards ceremony and Balby recently won three awards. One award was given for innovation, creativity and the distinctive way in which staff were empowered to achieve. A second was awarded for the team embracing technical change and cascading support to other services, and the third award for consistently achieving high performance quality scores.
- The management team were committed to achieving good outcomes for the people they supported. Without exception, staff praised the values and aims of the management team. Comments from staff included, "The service is very well led by an understanding and compassionate manager, team leaders and a group of support workers who work as a team to achieve the best outcomes for all our individuals," and, "The service is very well led. The registered manager will always ensure that we have the best tools available to fulfil our jobs to the best of our ability. The registered manager is always supportive and encouraging towards me and this enables me to perform to my maximum. They often go out of their way to make sure that the people are safe and happy as well as making sure the environment is well catered to their needs."
- The service was well-led by an experienced and committed management team. One person's relative said, "I think the [registered manager] is great. The best. All the staff seem to respect and like the registered manager." Another relative said, "The registered manager is so good at what they do. Other managers before this one was good but this one is better. The best."
- People were supported to reach their aspirations and live the life they wanted to, whilst achieving their individual goals they had set for themselves. They were exceptionally positive about the management of the service. One person said, "Staff are all good, they are all amazing. [Registered manager] is really good and is special to all of us."

How the provider understands and acts on the duty of candour, which is their legal responsibility to be open and honest with people when something goes wrong

- The registered manager was aware of their responsibilities and understood the importance of transparency when investigating circumstances where something had gone wrong.
- The provider demonstrated a strong understanding of their responsibilities under duty of candour. This understanding was shared by the staff who understood who to contact when things had gone wrong.

- Relatives felt they were always kept up to date with any accident, incidents or issues at the service. One relative said, "We get notifications of any events, parties or whatever's coming up."
- Professionals were consistently updated when accidents, incidents or issues arose. One professional said, "I have observed that they have been very transparent when it comes to reporting and they are proactive in making referrals to safeguarding or seeking professional opinions when required or following incidents."
- Professionals told us how the staff team were always responsive to people's needs. One professional said, "Residents I have spoken to have very active life's and are take part in community events, trips, and clubs within the local community. They [staff] have ensured that residents maintain relationships and visits with family and friends when possible. One service user had been involved in a local fitness programme taking part in numerous sporting activities and was very proud of their achievements. Staff had supported that person to participate in these programmes which you could see was having a positive influence in their confidence, self-esteem which also had a very positive effect on their physical and mental wellbeing."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements

- The provider had a clear and robust management structure that monitored the quality of care to drive improvements in service delivery.
- Regular service meetings took place where people were able to express their views and opinions which led to changes being implemented as a result. For example, people had expressed a desire to modernise and decorate some areas of the home and this had been facilitated taking into consideration how people wanted their home to work practically and to look aesthetically.
- The registered manager was enthusiastic about continual quality improvement with a desire to learn and develop staff as managers, but also to foster individual growth and development within the staff team.
- The registered manager and management team completed regular audits in relation to health and safety, medicines management, care records, the condition and cleanliness of each service. Where any action points were identified, a corresponding action plan with clear timescales was put in place.

Engaging and involving people using the service, the public and staff, fully considering their equality characteristics; Continuous learning and improving care

- People and staff were at the heart of the running and development of the service. The provider fully incorporated a diverse range of views that embraced people's protected characteristics.
- The provider had created a learning culture at the service which improved the care people received.
- Staff demonstrated clear implementation of the provider's values in their caring roles, to ensure people received consistent standards of support. Our findings were reinforced by feedback from 3 social care professionals. One professional said, "On attended visits the home is always very welcoming and friendly. It is evident that staff care about the person they are supporting, and their approach is very much person centred. Staff can offer information about the persons likes and dislikes and wishes and goals. Their activities are very individualised to the person and meaningful to them. Staff were very approachable, and staff were open to advise and feedback from reviews."

Working in partnership with others

- The provider consistently worked in partnership with others.
- We received positive feedback and compliments from external health and social care professionals regarding working collaboratively with staff and people to achieve positive outcomes. One stated, "The home appears to be well led and this can be seen within the home environment, and staff retention, the staff do appear to enjoy their work and caring for those they support including giving as much independence as possible. Also, when talking to fellow colleagues about the home they give a very positive reflection of the home."

- Detailed care records demonstrated partnership working in the management and understanding of individual care needs and risks, to ensure shared ownership of risk was in place.
- Staff demonstrated strong commitment to working alongside people and their relatives, to ensure their care was designed and delivered as a team approach.