

## Rainbow Trust Children's Charity

# Rainbow Trust Children's Charity 3

### Inspection report

Unit 443 Chambers Business Centre  
Chapel Road  
Oldham  
Lancashire  
OL8 4QQ

Tel: 01613364328

Website: [www.rainbowtrust.org.uk](http://www.rainbowtrust.org.uk)

Date of inspection visit:

05 June 2019

13 June 2019

Date of publication:

15 August 2019

### Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Good 

Is the service caring?

Good 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

# Summary of findings

## Overall summary

About the service:

Rainbow Trust Children's Charity 3 provides support to families who have children or young people with a life limiting or terminal illness. Support is provided to individual families, parents, children and young people. Not everyone using Rainbow Trust Children's Charity 3 receives a regulated activity; the Care Quality Commission (CQC) only inspects the service being received by people provided with 'personal care'; help with tasks related to personal hygiene and eating. Where they do we also take into account any wider social care and support provided. At the time of our inspection there were five children receiving support with personal care, when needed.

Since our last inspection two Rainbow Trust Charity teams had merged to form one large team, which covered the areas of Cumbria, Greater Manchester and Lancashire.

People's experience of using this service and what we found:

Without exception people spoke highly of the service, its staff and management. People told us the help they received was invaluable as staff supported them through the difficult times of caring for a very sick child. People told us the service was extremely responsive. Staff took the lead from parents and helped in ways that were appropriate and beneficial for each particular family.

Staff told us they loved their job and were proud to work for the charity. They said they felt listened to, appreciated and supported by an organisation who cared for them and their wellbeing. There was a positive workplace culture, as the organisation valued, encouraged and praised its staff.

The registered manager was committed to employing people who shared the caring values of the organisation and safe recruitment practices were followed. All staff received safeguarding training and demonstrated their understanding of the action they should take if they suspected abuse or neglect.

Families were supported safely, and risks were assessed appropriately. Staff took measures to prevent and control the spread of infection.

Staff were well trained and had the support and supervision they needed to work in emotionally challenging roles.

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. The service respected and promoted children's rights and ensured they were given a voice and their opinions were listened to and acted upon.

The service worked in close partnership with other organisations to ensure families were provided with exceptionally responsive, person-centred support.

The registered manager was held in high regard by staff and families and was committed to maintaining the very high standards of the service. They had clear oversight of the team and monitored the quality of support and care provided by the staff.

The registered manager had overseen the merger of local teams to create one large team. This had provided greater opportunities for sibling support, for increasing the number of families referred to the service and for sharing best practice with staff.

Rating at last inspection:

The last rating for this service was outstanding (published 7 December 2016).

Why we inspected:

This was a planned inspection based on the previous rating.

Follow up:

We will continue to monitor information we receive about the service until we return to visit as per our re-inspection programme. If we receive any concerning information we may inspect sooner

For more details, please see the full report which is on the CQC website at [www.cqc.org.uk](http://www.cqc.org.uk)

## The five questions we ask about services and what we found

We always ask the following five questions of services.

### Is the service safe?

Good ●

The service was safe.

Details are in our safe findings below.

### Is the service effective?

Good ●

The service was effective.

Details are in our effective findings below.

### Is the service caring?

Good ●

The service was caring.

Details are in our caring findings below.

### Is the service responsive?

Outstanding ☆

The service was exceptionally responsive.

Details are in our responsive findings below.

### Is the service well-led?

Outstanding ☆

The service was exceptionally well-led.

Details are in our well-led findings below.

# Rainbow Trust Children's Charity 3

## **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 Care Act 2014.

#### Inspection team:

The inspection was carried out by one inspector.

#### Service and service type:

Rainbow Trust Children's Charity 3 provides personal care and support to parents and children where there are children with life threatening or terminal conditions in their family. The support is provided in hospitals, in family homes and in the community. At the time of our inspection there were five children receiving support with personal care, when needed.

The service had a manager registered with the Care Quality Commission. This means that they and the provider are legally responsible for how the service is run and for the quality and safety of the care provided.

#### Notice of inspection:

We gave the service 48 hours' notice of the inspection. This was because it is a small service and we needed to be sure that the registered manager would be available to assist us with our inspection.

Inspection activity started on 5 June 2019 and ended on 13 June 2019. We visited the office location on 5 June 2019.

What we did before inspection:

We reviewed information we had received about the service since the last inspection. We used the information the provider sent us in the provider information return. This is information providers are required to send us with key information about their service, what they do well, and improvements they plan to make. We used this information to plan our inspection.

During the inspection:

We spoke with the registered manager during our visit to the office. We spoke on the telephone with three family support workers, two professionals and the parents of three children supported by the service.

We reviewed a range of records. This included the support plans for two children. We looked at records in relation to staff recruitment, training and supervision. We also looked at other documentation relating to the management of the service, including policies and procedures

# Is the service safe?

## Our findings

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

At the last inspection this key question was rated as good. At this inspection this key question has remained good. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse

- Parents and professionals told us they had absolute trust and confidence in the staff.
- Staff had completed training in safeguarding children and were aware of their responsibilities to be vigilant for signs of abuse or for concerns about a child's welfare. The registered manager told us, "It's about giving the team the confidence to challenge."
- The service used the Rainbow Trust organisational safeguarding policies to guide staff on the protection of children and vulnerable adults.

Assessing risk, safety monitoring and management

- Care was delivered in ways that supported children's safety and welfare.
- Risks to children's health and well-being, such as from choking, or allergies were identified during the assessment process and appropriate action taken.
- Where children were taken out of their home, for example on outings, a thorough risk assessment was undertaken so that staff were clearly aware of any potential risks and what they should do to minimise them. For example, we saw a detailed risk assessment completed for a youth group outing to a local Pizza Express.
- The service also ensured environmental risks, such as risks from pets had been assessed.
- The service took the safety of staff seriously. All staff received training and guidance on how to keep themselves safe while working alone and had a 'stay safe App' on their mobile phone. If staff failed to log off at the end of the day, an alert was automatically sent from their phone to a security firm who contacted them to ensure they were safe.
- The charity provided all staff with a car. The service had a number of different children's car seats available so that children could be transported safely. Staff completed a monthly car safety checklist.
- Staff carried a first aid kit in their car and received first aid training. This helped them to respond in an emergency.

Staffing and recruitment

- The service operated safe and thorough staff recruitment procedures. Records confirmed that disclosure and barring service (DBS) checks were completed, references obtained from previous employers and any gaps in employment explored. This helped ensure only people of suitable character were employed.
- Prospective employees were interviewed twice, so that the service could be sure they had suitable qualities and values to work in this challenging area. The registered manager told us, "We want to have the right type of person."

Using medicines safely

- The service did not routinely support children with their medicines.
- One family support worker had recently received training from a community nurse to enable them to give a particular medicine to the child they supported in the event of an emergency. They had not yet had to give this medicine. We found there was a lack of detailed guidance about how to give this medicine in the child's support plan. The registered manager agreed to ensure guidance was available, in the unlikely event the support worker would need to administer this medicine.

#### Preventing and controlling infection

- All staff had received training in this subject and understood how to protect people from the risk of infection.
- Personal protective equipment (PPE), such as disposable gloves and aprons was available for use by staff, if required.

#### Learning lessons when things go wrong

- There were systems in place to record and review accidents and incidents. This information was shared with the health and safety committee at the charity's headquarters. This ensured there was national oversight.



# Is the service effective?

## Our findings

Effective – this means we looked for evidence that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence.

At the last inspection this key question was rated as good. At this inspection this key question remained good. This meant people's outcomes were consistently good, and people's feedback confirmed this.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- An initial assessment was carried out within three to four weeks of the service receiving a referral. Referrals came from a number of different organisations, including hospitals, hospices and MacMillan teams.
- Health professionals told us the referral process worked well and the service prioritised appropriately so that they could respond quickly in the case of a very sick child or a family in crisis.
- Assessments were carried out by the family support worker who was allocated to support that particular child or family. This enabled them to have an open and honest discussion from the start about the type of help the service could provide.

Staff support: induction, training, skills and experience

- The service was committed to ensuring all staff were well-trained and received regular support in their challenging roles.
- All new staff received an in-depth induction to the service which prepared them for their employment. One new member of staff told us, "It's been one of the most thorough induction programmes I've been through." The registered manager told us, "It can be emotionally demanding work so we need to be sure they are ready and have the skills."
- Staff completed a variety of mandatory training including health and safety, infection control, safeguarding and moving and handling. The service had recently introduced a comprehensive training programme about bereavement support which was specifically tailored to the family support workers role.
- Staff could undertake training around specific medical conditions, for example training about childhood cancers. One family support worker told us they were currently doing a course about children's mental health.
- Staff were encouraged to apply for external training courses that were of particular interest to them, for example training in play therapy.
- The service placed great value on ensuring that staff felt supported. Staff received monthly supervision with the registered manager, which was used to discuss, among other things, their well-being, caseload and training. The registered manager told us, "It's very much their time."
- Staff also received support through monthly non-managerial supervision sessions, held with a counsellor of their choice. One family support worker told us, "It's hard being involved with the families. It's good to have someone to speak with about the impact it's having on you."

Staff working with other agencies to provide consistent, effective, timely care: supporting people to live healthier lives, access healthcare services and support

- Family support workers liaised closely with other health and social care organisations to ensure children

and their families received the help and support they needed.

- The service worked with children and families for as long as their support was needed and was beneficial. The service was able to signpost families to other organisations when they felt this was appropriate. For example, referring families for bereavement support or to 'wish granting' charities that focus on providing opportunities for creating special memories.

#### Ensuring consent to care and treatment in line with law 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 Act 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. This applies to young people over the age of 16 years.

Staff ensured consent was always sought before providing support to both adults and children. Parent signed support plans to indicate they had agreed them.

# 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 the last inspection this key question was rated as good. At this inspection this key question has remained good. This meant people were supported and treated with dignity and respect; and involved as partners in their care.

Ensuring people are well treated and supported; respecting equality and diversity: respecting and promoting people's privacy, dignity and independence

- Without exception, people praised the staff for their caring and helpful approach. One parent told us, "[name] is always there for me. I had a puncture in the van once and she came and helped me. It's so nice to know she's there."
- Staff respected people's need for privacy.
- People told us staff were sensitive and empathetic in their manner and respected their decisions. For example, one person told us that their family support worker took the lead from them and only talked about difficult subjects if she wished them to.
- The service respected the diversity of families. Staff told us about the importance of respecting and celebrating people's differences. For example, staff had worked with a local mosque which they had visited during Friday prayers to talk to worshippers about the charity.

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

- The service respected and promoted children's rights and ensured they were given a voice and their opinions were listened to and acted upon.
- Families were involved in making decisions about the kind of support and help they needed. Support plans were reviewed regularly.
- People told us staff communicated well with them. There was good dialogue, through telephone calls or texts, between families and family support workers and visits could be rearranged if there was a change in a family's circumstances.

## Is the service responsive?

### Our findings

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

At the last inspection this key question was rated as outstanding. At this inspection this key question has remained outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- Without exception, people spoke extremely highly of the help and support provided by Rainbow Trust. People told us their help was invaluable. One social worker told us, "We would struggle to do without them."
- Parents told us that the service was there for them in times of crisis and that support was built around their needs. They emphasised that the service was extremely flexible and could respond and adapt if their family situation changed suddenly, for example if their child's condition deteriorated.
- Parents spoke about how they valued the emotional support they received and how this helped them get through difficult and challenging times. One person told us, "[name] supports me and my partner. She helps us get back on track."
- Each family support worker had their own caseload of families they supported and managed their own workload and work time. This meant they could be extremely responsive when a family suddenly needed extra help or needed emotional support following the death of a child or other trauma. The registered manager told us, "The service is needs led – we try and be really flexible."
- The staff we spoke with told us how they prioritised their caseload and provided support that was tailored to each family's needs. Parents kept in close contact with their family support worker by phone or text, so that visits could be rearranged if necessary at short notice. One person told us, "[name] comes once a week, but we can say we are fine and don't want her one week."
- For some families, staff operated a 'light touch' service. This meant they could access the service as and when they needed it, rather than on a regular basis. This gave parents and children the confidence that help was available if their situation deteriorated. This worked particularly well for children and young people with a cancer diagnosis, where they might have months when their condition was stable and they or their family did not require support during that time.
- Parents and health and social care professionals praised the service for its work with the siblings of sick children, which provided them with emotional support and helped them cope with difficult family dynamics and situations. One professional told us, "The sibling support is important. It's about bringing them together with other children who are going through something similar." The service provided 'sibling days' during the school holiday, where support workers took the brothers and sisters of sick children out for the day. It also ran a youth group for children aged 11 upwards during term time. These activities provided vital support for children who were going through similar challenging personal experiences.
- The service supported families of children who had been born prematurely and were on a neo-natal intensive care unit. Support offered included emotional support for the whole family and practical help,

such as taking siblings to school.

#### End of life care and support

- The service provided exceptionally responsive and sensitive end of life care. If families wished, family support workers increased the time they spent with them when a child was dying. Support was given at home, in hospital or in a hospice.
- Staff talked to us about how they helped families in this situation, including assisting them to create lasting 'memories', by using photographs or other mementos.
- Professionals were extremely complimentary about the bereavement support the service offered to families. A social worker said, "They really manage it very successfully. They give people time."
- The service supported families for up to three years following a bereavement, although the registered manager told us this was very much led by the particular needs of each family. The service held a yearly remembrance service to commemorate the lives of children who had passed away. This secular service included non-religious readings, music and the lighting of candles.

#### Improving care quality in response to complaints or concerns

- The service had a complaints policy and process for handling complaints. However, they had not received any recent complaints.
- No one we spoke with raised any concerns or complaints about the service. One health professional told us, "I have never had any complaints from families."

## 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 the last inspection this key question was rated as outstanding. At this inspection this key question has remained outstanding. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

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

- Families received care which was exceptionally personalised to their needs. Everyone we spoke with praised the staff for their caring approach and the way they supported them through times of extreme distress. A parent told us, "I'd be absolutely lost without them."
- All the staff we spoke with were committed to providing high-quality, person-centred care. Staff were flexible and adaptable in their approach and responded to families in a way that helped them lead as normal a life as possible in difficult circumstances. The registered manager told us, "Sometimes it's the things we take for granted that families need, such as help with shopping."
- The registered manager understood their responsibility under the duty of candour and was open and transparent. They told us staff were honest with families during the assessment process about the type of support that they could offer them. This ensured people were fully informed from the outset what the charity could provide. For example, staff were not medically trained, so it was important from the outset that families understood that they could not undertake medical or nursing tasks as part of their support plan.
- The registered manager ensured staff were aware of their professional boundaries. This was particularly important as families and staff developed close relationships. □

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

- The registered manager had been in post since November 2018, having previously worked as the deputy manager. They had excellent managerial skills.
- The registered manager was passionate about the organisation and their enthusiasm and drive created a very positive work culture, which was cascaded throughout the service. During our inspection we found them to be extremely knowledgeable about the work of the charity and of the wider issues around the care of children with life limiting conditions.
- People spoke extremely highly of the registered manager and of their leadership of the service. One professional told us, "I've got confidence in the staff and in [the registered manager]."
- The charity had structured processes in place to monitor the quality of the service, which had been developed nationally and implemented locally. These included staff meetings, staff supervision, review of support plans and feedback through interaction and liaison with other professional bodies. There was a clear sense within the team of the importance of listening to families and using feedback to improve the service.

- Rainbow Trust Children's Charity carried out an annual 'snap-shot' audit which gathered feedback from adults and children receiving support from all the different teams nationally. This looked at all aspects of the service and when analysed gave managers and staff a clear picture of what the service did well and identified any areas for improvement. This information was used to inform the annual local operational plan.
- The rights and safety of children were at the heart of the charity and embedded in their values. Policies were developed in line with national guidelines. For example the safeguarding policy incorporated information from the Department for Education 'Working together to safeguard children' guidance and the 'United Nations Convention On The Rights Of The Child.'
- The rating from the last CQC inspection was displayed in the service office and on their website. The registered manager had submitted statutory notifications as required to the CQC. This showed us they understood their regulatory responsibilities.

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

- Since our last inspection two Rainbow Trust Charity teams had merged to form one large team, which covered the areas of Cumbria, Greater Manchester and Lancashire.
- The registered manager told us they had worked hard to ensure the merger was a success and it had brought about a number of positive changes.
- Since the merger the service had been able to offer sibling days and youth events across the whole area, where these had been limited to the Greater Manchester area previously. This meant more children had access to these vital activities.
- The registered manager had re-established links with referring services in the Cumbria area and this had resulted in an increase in the number of families receiving support from the charity.
- The merger meant there was a larger support network for peer support and for sharing best practice.
- Staff praised the way the organisation encouraged and supported them and valued the vital work they did. One family support worker told us, "Rainbow Trust is very big on the welfare of staff and about your work-life balance." Staff managed their own work loads and appreciated the trust the registered manager and organisation gave them.
- Staff told us that their work was often emotionally demanding and that the support they received through managerial and non-managerial supervision helped them cope with it. One family support worker said, "It's a very open and honest organisation – I've never felt alone."
- Staff meetings were held weekly. As well as discussions about organisational issues, staff were given the opportunity to talk about the families they supported. The registered manager told us "It's a nice way of celebrating success." They went on to say that, as staff worked from home, which could be isolating, it was essential that they had the opportunity to spend time with their peers. One family support worker told us, "Having that face-to-face time is important."
- The service encouraged staff to be creative and forward thinking. One family support worker had been involved with making a promotional video about the charity. The registered manager had recently introduced a 'mindfulness' App at the weekly team meetings, which gave staff the opportunity to spend a few minutes meditating and relaxing.
- All staff attended the annual Rainbow Trust national conference. This gave them the opportunity to learn about the wider organisation and its future plans. The registered manager told us all the senior leadership team in the organisation were approachable. They told us, "I fully believe in what we do. They (the charity) absolutely stand by their values. You genuinely see it. It's a lovely place to work."
- The service regularly sought feedback from people. Children and adults were involved in reviews of their support plan. This ensured everyone had a voice and contributed to decisions about the help they required. Children provided feedback about activities, such as sibling days. This was used to plan future outings.

#### Working in partnership with others

- The service had excellent working relationships with health and social care professionals. They worked closely with hospitals, hospices, palliative care networks, counselling services and other organisations committed to supporting families with very ill children. One professional told us that they held joint meetings so that information could be shared.
- The registered manager worked closely with local hospitals to ensure the referral criteria for the service worked correctly and people received the support that was available.
- The service had several volunteers who supported the service with its work in hospitals and with administration work. The service was in the process of trying to recruit a volunteer interpreter.
- The service networked with local business to promote the work of the charity and attended assemblies at schools who had raised funds for them.