

# The Franklyn Group Limited

# The Gatehouse

## Inspection report

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## Ratings

Overall rating for this service	Good ●
Is the service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Outstanding ☆
Is the service responsive?	Good ●
Is the service well-led?	Good ●

# Summary of findings

## Overall summary

### About the service

The Gatehouse is registered to provide residential care for up to 31 older people. Thirty people were using the service when we inspected.

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

People received exceptionally caring support from staff who were kind, compassionate and thoughtful. There was an extremely strong person-centred culture within the service. Staff consistently recognised what was important to people and provided outstanding, caring support to help them meet their needs. People felt empowered to express their wishes and views knowing staff would respond with compassion and kindness. Staff consistently treated people with dignity and respect.

Staff were safely recruited and enough staff were deployed to meet people's needs. People were supported by staff who understand their needs and how to safely support them. Care plans and risk assessments were regularly reviewed and updated to make sure staff had up-to-date information about people's needs. People received safe support to take their prescribed medicines.

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. We made a recommendation about reviewing how people's mental capacity, consent to care and the need for DoLS were explored and recorded.

Staff provided effective care to meet people's needs. They received an induction, regular training and had supervisions, appraisals and competency checks to support them to provide effective care. Staff felt supported by management and encouraged to learn and develop in the role. Staff worked closely with healthcare professionals to make sure people received effective care if they were unwell.

People praised the variety and quality of food provided. Drinks and snacks were readily available and staff provided effective care to monitor and make sure people ate and drank enough.

The environment was very warm, welcoming, clean and safely maintained. We spoke with the registered manager about regularly checking window opening restrictors were in safe working order and they acted to address this.

Staff understood people's communication needs and used accessible information to help people be involved in decisions.

People were supported to take part in a wide range of activities and there were regular opportunities for meaningful stimulation. The provider was responsive to feedback and had systems in place to manage and respond to any complaints.

There was strong organisation and leadership within the service which promoted a person-centred culture and focussed on providing high-quality care to meet people's needs and improve their quality of life. People told us management were approachable and supportive. Regular audits helped management monitor the quality and safety of the service and to identify where improvements could be made. There was a strong focus on continually learning and improving the service.

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

#### Rating at last inspection

At the last inspection service was rated good (report published 24 April 2017).

#### 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.

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

We always ask the following five questions of services.

### Is the service safe?

The service was safe.

Details are in our safe findings below.

Good ●

### Is the service effective?

The service was effective.

Details are in our effective findings below.

Good ●

### Is the service caring?

The service was exceptionally caring.

Details are in our caring findings below.

Outstanding ☆

### Is the service responsive?

The service was responsive.

Details are in our responsive findings below.

Good ●

### Is the service well-led?

The service was well-led.

Details are in our well-led findings below.

Good ●

# The Gatehouse

## 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. This inspection was planned to check whether the provider was meeting the legal requirements and regulations associated with the Act, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

#### Inspection team

The inspection was carried out by one inspector.

#### Service and service type

The Gatehouse is a 'care home'. People in care homes receive accommodation and nursing or personal care as single package under one contractual agreement. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

The service had a manager registered with the CQC. 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

The first day of inspection was unannounced; we told the registered manager we would be visiting on the second day.

#### What we did before the inspection

We reviewed information we had received about the service. We sought feedback from the local authority and professionals who work with the service. We used 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. This information helps support our inspections.

#### During the inspection

We spoke with six people who used the service, four people's relatives and received feedback from three

professionals. We spoke with the director, registered manager, deputy manager, head of care, training manager, two care staff and the chef.

We looked at two people's care records in full and three people's care records in part. We reviewed medication administration records and people's daily notes. We looked at two staff's recruitment, induction, training and supervision records as well as other records relating to the management of the service.

# 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 good. At this inspection this key question has remained the same. This meant people were safe and protected from avoidable harm.

### Assessing risk, safety monitoring and management

- People consistently told us they felt safe; one person explained, "I just know I am well looked after and I feel safe."
- Staff supported people to maximise their independence whilst minimising risks; risk assessments guided staff on how to safely meet people's needs.
- Regular checks and ongoing maintenance helped make sure the environment and equipment were safe; we spoke with the registered manager about regularly checking window opening restrictors to make sure they worked safely and they immediately addressed this.
- The provider had completed a detailed fire risk assessment and was working to make changes they had identified to improve fire safety; this included completing regular timed simulated fire evacuations to explore and make sure people could be safely evacuated if there was a fire.

### Staffing and recruitment

- People were supported by safely recruited staff; new staff were interviewed, completed recruitment checks and had a trial shift to help make sure they were suitable to work with people who may be vulnerable.
- People gave positive feedback about staffing levels. Staff were patient and very attentive in how they met people's needs, a person explained, "If I want anything I ring my bell and they come and help me."
- The registered manager used a dependency tool to monitor staffing levels; agency staff were used when necessary to cover gaps in the rota. We spoke with the registered manager about retaining more information about agency staff's training.

### Systems and processes to safeguard people from the risk of abuse

- People were kept safe by staff who had been trained to identify and respond to any safeguarding concerns.
- The provider had a safeguarding policy, which had been effectively used to make sure concerns were reported to the local authority safeguarding team and investigated to help keep people safe.

### Learning lessons when things go wrong

- Staff responded to any accidents or incidents to keep people safe; they recorded basic information about what happened and how they responded.
- Accidents and incident reports were audited by the registered manager to identify any lessons that could be learned to improve the service.

### Using medicines safely

- People were supported to take their prescribed medicines; staff had been trained and their competency

checked to make sure they followed good practice guidance.

- Regular audits were used to check medicines were administered safely and to address minor mistakes or recording errors.

Preventing and controlling infection

- People lived in a clean and welcoming environment; areas of the service were regularly cleaned and deep cleaned to maintain standards.
- Staff were trained and used personal protective equipment such as gloves and aprons to reduce the risk of spreading healthcare related infections.



# 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 good. At this inspection this key question has remained the same. This meant outcomes were good, and people's feedback confirmed this.

### 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.

People can only be deprived of their liberty to receive care and treatment when this is in their best interests and legally authorised under the MCA. In care homes, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS). We checked whether the service was working within the principles of the MCA.

- People were routinely involved in decisions about their care; staff provided effective support to help people understand choices and express their wishes and views.
- Staff explored people's ability to make informed decisions, but clear information had not always been documented about how people's mental capacity had been assessed or in relation to applications to deprive people of their liberty.

We recommend the provider review good practice guidance in relation to the Mental Capacity Act 2005 and Deprivation of Liberty Safeguards.

### Adapting service, design, decoration to meet people's needs

- People benefited from a warm, welcoming and very homely environment designed to meet their needs. A relative told us, "It's a lovely environment, it's beautifully decorated and it's always very clean and inviting."
- People had been encouraged to personalise their bedrooms; equipment was in place and adaptations had been made to promote people's independence and to make sure they could use and enjoy all areas of the service including outside spaces.

### Staff support: induction, training, skills and experience

- People received effective care and support from well trained staff. A person told us, "The staff are very good at doing their job, and if you want anything extra doing they see to it."
- Staff praised the support provided to help them learn and develop; new staff had a comprehensive induction to the service and completed a range of training to learn how to meet people's needs.
- Regular supervision meetings, competency checks and annual appraisals were used to monitor staff's

performance. These also provided an opportunity to nurture and develop staff to progress within their roles.

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

- People received effective support following a thorough assessment of their needs; management proactively visited people and their relatives to complete assessments and make sure the service was suitable for them.
- Staff were confident supporting people and provided effective care; care plans included information to guide staff on how best to meet people's needs and additional advice, guidance and support was provided by management.
- Training was sourced when needed to update staff's knowledge and skills and to support them to provide effective care based on up-to-date good practice guidance.

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

- People received attentive and kind support to access healthcare service; staff monitored people's wellbeing and were quick to identify if people's needs change or they were becoming unwell.
- Professionals gave very positive feedback about the effective working relationships they shared with staff. One professional explained, "This is one of the places you are happy to try different things, because you know the staff will support you with it."

Supporting people to eat and drink enough to maintain a balanced diet

- People were supported to make sure they had enough to eat and drink; a person explained, "Staff take care of us, we have good food and plenty of it."
- Food was prepared to a very high standard and looked and smelt appetising. People gave consistently positive feedback about the quality and variety of food provided. A person said, "The food is absolutely lovely, it is all homemade. If there is something on the menu you don't care for you have only got to say and it is no problem."
- People's individual needs were catered for and drinks and snacks were available throughout the day or night; staff weighed people regularly and monitored for signs of malnutrition or dehydration.

## 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 good. At this inspection this key question has improved to outstanding. This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

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

- People were supported by exceptionally kind and caring staff. They described staff as "absolutely wonderful", "fantastic" and "brilliant". A relative said, "The staff are fantastic, they look after [Name] very well. I have recommended this place to so many people." A professional told us, "I honestly can't rate the home highly enough. It's caring and homely."
- People felt extremely well-cared for and described how staff's kind and compassionate support contributed to their sense of wellbeing and helped improve their quality of life. A person explained, "The staff are fantastic. They are so patient and very, very helpful. All the staff are wonderful. They don't think of themselves they only think of us."
- There was a very strong and distinctive person-centred culture within the service. Staff were highly motivated; they worked tirelessly to understand what was important to people and support them to achieve their goals and improve their quality of life. For example, they went the extra mile to help a person re-establish contact with their relatives recognising what this meant to them and their sense of wellbeing.
- People shared extremely friendly and caring relationships with a consistent and stable team of staff; staff showed a genuine interest in people which made them feel valued. A person explained, "The staff are wonderful, they are so interested in you."
- People praised how exceptionally sensitive and kind staff were if they felt unwell. For example, staff provided very attentive and compassionate support to a person, they showed empathy and that they genuinely cared about how they felt and their wellbeing. The person told us, "If you are not well they make a lot of fuss over you and come back to make sure you are feeling better."

Respecting and promoting people's privacy, dignity and independence

- People received exceptionally caring support to promote their independence; staff were very proactive and worked closely with people and healthcare professionals to help people achieve goals and exceed their expectations. For example, a person who was told they would never walk again spoke very emotionally about the fantastic and patient encouragement staff had provided to help them and what this meant to regain their independence.
- Privacy, dignity and respect were at the heart of the service and how staff provided care. Staff were consistently respectful, discreet and caring in the way they spoke with and supported people. People told us, "The staff are very respectful and very, very kind" and "Without any doubt they treat you with dignity and respect."

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

- People's independence and freedom to make decisions was at the centre of how care was planned and delivered. A person explained, "I think it is absolutely wonderful here, you have complete freedom."
- People had choice and control over all aspects of their care and support; they were empowered to confidently express their wishes and views by staff who consistently took time to listen, acknowledge and respond to their requests. A person explained, "If I want anything, I have just got to ask. They have not refused me yet."
- Staff were exceptionally skilled in how they helped people to be involved in decisions; they understood people's communication needs and how best to approach and share information in a way they would understand. They used innovative ways to help people make choices – for example, they used 'tasters' to let people try new menu choices to help them decide if they liked it and provide an opportunity for feedback.
- Staff were extremely patient explaining options and helping people explore choices, for example with people's medicines or at mealtimes.
- People consistently told us they felt listened to, valued and that their wishes, views and experiences were important. A professional told us, "It is amazing here. The staff are very, very supportive. They take time to listen to the residents and explain things to them - they stand out that way."

## 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 outstanding. At this inspection this key question was rated good. This meant people's needs were met through good organisation and delivery.

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

- People received very person-centred care from staff who knew them well and understood how best to meet their needs.
- Staff involved people, their relatives and professionals in assessing and planning the care and support provided. A relative told us, "Staff are absolutely great thinking about people as individuals. They see themselves as part of a team working with families. They are very thoughtful with what my relative will need."
- Care plans included person-centred information about people, their life history, as well as their support needs and preferences; they provided guidance for staff on how best to support them.
- Regular reviews helped make sure people were happy with the support provided and that it continued to meet their needs.

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 had the opportunity to take part in a wide range of activities. A relative told us, "There are lots of activities for people, there is music, there is a regular singer who is very good at involving people, they have fitness and exercise classes and they get other visitors to come in too. The staff work hard at encouraging people to get involved in things."
- As well as group activities staff focussed on providing individual support to help people do the things they enjoyed and pursue their hobbies and interest. This included trips out to the shops, supporting people with gardening and getting chickens.
- People enjoyed using an 'interactive projector', which provided meaningful stimulation and encouraged social interaction.
- People were supported to build and maintain important relationships; visitors were welcome at any time. A visitor told us, "We are always made to feel welcome. I think it is an extremely friendly place, it is very cosy and homely."

Meeting people's communication needs

Since 2016 onwards all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard (AIS). The standard was introduced to make sure people are given information in a way they can understand. The standard applies to all people with a disability, impairment or sensory loss and in some circumstances to their carers.

- The registered manager understood their responsibility to provide accessible information to meet people's

communication needs.

- People's communication needs were assessed and staff provided information in accessible formats when needed, for example, accessible newsletters for people with a visual impairment.

Improving care quality in response to complaints or concerns

- People felt confident raising any issues or concerns and that these would be dealt with. Feedback included, "If there were any complaint, I would say to the care staff and they'd see to it" and "If anything is going wrong, they put it right."
- There was a system in place to make sure any issues, concerns or complaints were listened to, investigated and addressed to improve the service.

End of life care and support

- People could be reassured they would receive compassionate and person-centred support approaching the end of their life.
- Staff recorded information about people's wishes, and the provider had arranged for training to develop staff's confidence and skills to deliver end of life care.

# 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 good. At this inspection this key question has remained the same. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements; Continuous learning and improving care

- People received high-quality care through good organisation and leadership; they told us, "I love it here", "It's wonderful" and "I don't think you could run a home any better, they certainly do their best."
- People praised the positive impact the new registered manager had made. Comments included, "They are unfailingly cheerful and quick to pick up issues" and "It is friendlier since they started, they go out of their way to speak with you and to be pleasant."
- The provider employed a very experienced deputy manager who was consistently praised for the exceptionally friendly, person-centred and effective role they played in planning and coordinating people's care and support.
- Staff were clear about their roles and responsibilities and there was effective teamwork and communication to make sure information and work was shared to meet people's needs.
- Regular audits helped management to monitor the quality and safety of the service; external professionals were used to provide up-to-date advice and guidance and support continual improvements.
- The registered manager and provider continually looked to improve their approach to quality monitoring and maintaining people's safety in response to feedback.

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

- People benefited from a very person-centred culture, which supported them to achieve good outcomes and improve their quality of life.
- Staff were supported and encouraged to take time to get to know people, understand what was important to them and respond accordingly to meet their needs.
- Staff told us they felt supported by management to provide good care; feedback included, "I really like working here. It is a lovely atmosphere and the support is great. The manager is lovely and approachable, nothing is too much trouble."

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 and provider understood their responsibility to apologise to people and be open and transparent explaining what happened if things went wrong.

Working in partnership with others; Engaging and involving people using the service, the public and staff,

fully considering their equality characteristics

- Staff worked collaboratively with people, relatives and professionals to make sure people's needs were met and to continually improve the support provided. One professional explained, "The staff are really on it and you don't feel you are wasting your breath when you make suggestions."
- The registered manager had a collaborative and inclusive approach; they held regular meetings to share information, gather feedback and discuss the running of the service.
- The provider was exploring how to involve people in recruiting and choosing new members of staff.
- An employee of the month and lessons learned exercises were used to encourage good practice and share learning where improvements could be made.