

Salix Care Limited

Firgrove House

Inspection report

163 Station Road
Yate
Bristol
Avon
BS37 4AH

Tel: 01454326584

Website: www.firgrovehouser ResidentialHome.co.uk

Date of inspection visit:

30 October 2018

02 November 2018

06 November 2018

Date of publication:

23 January 2019

Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Good 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

This inspection took place on 30 October and 2 November and was unannounced. On the 6 November we returned to provide feedback to the provider, registered manager and office manager. There were no concerns at the last inspection of May 2016. Firgrove House provides accommodation and personal care for up to 20 people, offering 2 rooms for couples if required, and Day Care facilities. At the time of our visit there were 17 people living at the service.

At our last inspection, the service received an overall rating of Good. They had received an outstanding rating in Well Led. At this inspection, we found evidence continued to support the outstanding rating in Well Led and in addition, in Caring and Responsive. This meant the overall rating for the service had improved to Outstanding.

A new manager had been in post since April 2018 and registered with CQC in June 2018. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

The provider told us, "Our new manager brings to Firgrove House years of management experience, passion and fresh vision. Having previously managed an Outstanding service we know that she has already brought an incredibly positive outcome to many clients at Firgrove and our team who support them. We strive to add additional areas to our current Outstanding in Well led and know she is the right manager to make this possible".

We were introduced to people throughout our visits and they welcomed us. People were relaxed, comfortable and confident in their home. The feedback we received from people was extremely positive throughout. Those people who used the service expressed great satisfaction and spoke highly of all staff and services provided.

Staff involved in this inspection demonstrated a genuine passion for the roles they performed and their individual responsibilities. Visions and plans for the future were understood and shared across the staff team. They embraced new initiatives with the support of the provider, registered manager and colleagues. They continued to look at the needs of people who used the service and ways to improve these so people felt able to make positive changes.

People experienced a lifestyle that met their individual expectations, capacity and preferences. There was a strong sense of empowering people wherever possible and providing facilities where independence would be encouraged and celebrated. People's health, well-being and safety were paramount.

Staff had the knowledge and skills they needed to carry out their roles effectively. They enjoyed attending training sessions and sharing what they had learnt with colleagues. There was an emphasis on teamwork

and unison amongst the staff at all levels. People were supported to enjoy a healthy, nutritious, balanced diet whilst promoting and respecting choice. The 'residents' annual surveys consistently reflected how much they enjoyed the quality of food, the variety and the constant access to beverages and snacks through the day.

The registered manager understood their responsibility to comply with the requirements of the Mental Capacity Act 2005 (MCA) and Deprivation of Liberty Safeguards (DoLS). For people who were assessed as not having capacity, records showed that their advocates or families and healthcare professionals were involved in making decisions.

Staff had an excellent awareness of individuals' needs and treated people in a warm, loving and respectful manner. They were knowledgeable about people's lives before they started using the service. Every effort was made to enhance this knowledge so that their life experiences remained meaningful.

People received appropriate care and support because there were effective systems in place to assess, plan, implement, monitor and evaluate people's needs. People were involved throughout these processes. This ensured their needs were clearly identified and the support they received was meaningful and personalised.

Staff were proud and felt privileged when supporting people during the end of their life. They did this with empathy, love and respected people's wishes to the very end in order to ensure a peaceful, dignified death.

Regular monitoring and reviews meant that referrals had been made to appropriate health and social care professionals and where necessary care and support had been changed to accurately reflect people's needs. People lived meaningful lives and that suited their personal interests and hobbies. The service had developed a creative and active community life at the home.

People and relative feedback was a vital part of the quality assurance system either through annual surveys, 'residents' meetings, complaints or reviews. People, relatives and staff were listened to and action was taken to make improvements where required. The registered manager monitored and audited the quality of care provided, striving to meet the ever-changing needs of people living in the home.

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 remained Good.

Is the service effective?

Good ●

The service remained Good.

Is the service caring?

Outstanding ☆

The service has improved to Outstanding
The service was exceptionally caring.

People who used the service valued the relationships they had with staff and expressed unreserved satisfaction with the care they received.

Staff were passionate about enhancing people's lives and promoting their well-being.

Staff treated people with dignity, respect and compassion.

People were supported to maintain relationships that were important to them.

Is the service responsive?

Outstanding ☆

The service has improved to Outstanding
Staff identified how people wished to be supported so that care and support was meaningful and personalised.

Changes in people's needs were quickly recognised and appropriate prompt action taken, including the involvement of external professionals where necessary.

People were encouraged to pursue personal interests and hobbies and to access activities in the service and community.

People were listened to and staff supported them if they had any concerns or were unhappy.

Is the service well-led?

Outstanding ☆

The service remained Outstanding.

Firgrove House

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 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 Health and Social Care Act 2008, and to provide a rating for the service under the Care Act 2014.

The inspection was carried out by one inspector for adult social care. Prior to the inspection we looked at information we had about the service. This information included the statutory notifications the provider had sent to CQC. A notification is information about important events, which the service is required to send us by law.

Before the inspection, we had asked the provider to complete a Provider Information Return (PIR). This is a form that asks the provider to give some key information about the service, what the service does well and improvements they planned to make. We reviewed the information included in the PIR and used it to assist in our planning for the inspection.

During our visit, we observed people living in the home and we spoke individually with seven. We also joined them for their Halloween party and an activity session. Relatives were happy to speak with us and share their thoughts about the home and we spoke with a volunteer who regularly visits the home. We spent time with the provider, registered manager and office manager. We spoke individually with seven staff.

We looked at four people's care records, together with other records relating to their care and the running of the service. This included four staff employment records, policies and procedures, audits and quality assurance reports. At the end of the inspection the provider, registered manager and office manager sent us a written reflective piece of work they had completed to look back and celebrate their achievements. We have referred to excerpts of this in the report.

Is the service safe?

Our findings

People continued to receive safe care and support. One of the common themes for people and their relatives was that they felt, safe, happy and secure. Comments included, "I have never felt safer", "I have a wonderful bunch looking after me, there is no reason whatsoever not to feel safe", "Oh goodness I feel completely in safe hands and I love how staff come to check on me" and "My mother is in very safe hands, caring staff twenty-four hours a day".

Staff understood what constituted abuse and the processes to follow to safeguard people in their care. Policies and procedures were available to everyone who used the service. Staff confirmed they attended safeguarding training updates to refresh their knowledge and keep them up to date with any changes. The provider, registered manager and staff recognised their responsibilities and duty of care to raise safeguarding concerns when they suspected an incident or event that may constitute abuse, had occurred. Agencies they notified included the local authority, CQC and the police.

Staff managed risks relating to people's health and well-being and how to respond to these. This included risks associated with weight loss, moving and handling, maintaining skin integrity and difficulty with swallowing and potential choking risks. People's records provided staff with information about these risks and the action staff should take to reduce these.

Staff had a good understanding of how to keep people safe and their responsibilities for reporting accidents, incidents or concerns. Written accident and incident documentation contained a good level of detail including the lead up to events, what had happened and, what action had been taken. Any injuries sustained were recorded on body maps and monitored for healing. There was evidence of learning from incidents that took place and appropriate changes were implemented. Staff identified any trends to help ensure further reoccurrences were prevented.

During the inspection the atmosphere in the home was calm and staff did not appear to be rushed, they responded promptly to people's requests for support. People, relatives and staff confirmed there were sufficient numbers of staff on duty. People could also request support by using a call bell system. Comments from people included, "Gosh I never have to wait for anything", "The staff are fabulous at helping me when I need it" and "In addition to the staff, the owner, manager are always on hand". Staff confirmed that staffing levels were flexible and dependent on need. Levels were increased for health care appointments, if someone was unwell or if someone had a function they would like to attend. The accommodation was split between the main house which accommodated 14 people and the Coach House which was located across a small courtyard for six people. The provider was looking at equipment to improve the call/communication systems to link staff together to further enhance safety measures in the event of an emergency.

The service ensured staff employed had suitable skills, experience and competence to fulfil their roles. In addition, the service considered personal qualities to help provide assurances that they were honest, trustworthy and that they would treat people well. Staff files evidenced that safe recruitment procedures were followed at all times. Appropriate pre-employment checks had been completed and written references

were validated. Disclosure and Barring Service (DBS) checks had been carried out for all staff. A DBS check allows employers to check whether the applicant has had any past convictions that may prevent them from working with vulnerable people.

Policies, procedures, records and practices demonstrated medicines continued to be managed safely. There had been no significant errors involving medicines in the last 12 months. Staff completed safe medicine administration training before they could support people with their medicines. Staff were observed on all medication rounds until they felt confident and competent to do this alone. The registered manager and senior staff completed practical competency reviews with all staff to ensure best practice was being followed.

The home was clean, homely and free from any unpleasant odour. The provider had infection prevention and control policies in place and staff had received training. Staff had access to the equipment they needed to prevent and control infection including, disposable gloves, aprons, sluicing facilities, and cleaning materials.

Is the service effective?

Our findings

People continued to receive care and support from an effective service. Staff had an induction programme to complete when they started working for the service. Those staff who had not worked in care before completed a programme of 15 modules within three months. This was in line with the new Care Certificate that was introduced for all care providers on 1st April 2015. The organisation also had an induction specific to the home. A mentor system was in place where all new staff were linked with, and then shadowed, a senior staff member during shifts. This was to assist with continued training throughout the induction process.

The service continued to ensure staff received training updates and they were suitably skilled to meet people's needs. Collectively they had the skills and confidence to carry out their roles and responsibilities effectively. Training and development opportunities were tailored to individual staff requirements. In addition to mandatory courses, staff accessed additional topics to help enhance the care people received. Staff felt encouraged and supported to increase their skills and gain professional qualifications. The registered manager had listened to staff and how they wanted to progress. Two staff had commenced the Adult Care Worker Level two course, two had commenced the Care Certificate course and five were currently on an enhanced medicines course. Two staff members had gained their level five in the last month. The registered manager had been working with them to find ways for them to now take on additional roles and responsibilities to reflect their skill level and enable them to utilise their knowledge within the home.

The service had a small, steadfast group of staff. Staff continued to work very well as a team and there was a continuous theme of supporting and supervising each other. Staff felt they were supported daily by the provider, registered manager and colleagues. Staff had reported how the registered manager supported them and how they have benefitted from her leadership and encouragement. They said she always listened to them if needed to ask for advice and encouraged them to feel more confident in their work. The provider told us, "This is something we were delighted to hear as our January 2018 feedback highlighted this was an area we needed to improve on so that staff felt more able to meet client needs in a supported way. The manager has focused a lot of her energy on spending time with staff and discussing through staff meetings and supervisions with them about their knowledge and skills".

Staff had received training on the Mental Capacity Act (MCA) 2005 and the Deprivation of Liberty Safeguards (DoLS). The MCA provides a legal framework for those acting on behalf of people who lack capacity to make their own decisions. 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 make 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 Safeguards (DoLS).

We checked whether the service was working within the principles of the MCA and whether any conditions

on authorisations to deprive a person of their liberty had the appropriate legal authority and were being met. Staff understood the principles of the MCA and, how to implement this for those people who did not have mental capacity and, how to support best interest decision making. This included those decisions that would require a discussion with family, and possibly other significant people, for example health and social care professionals.

People continued to receive a healthy nutritious diet. Choice of meals and mealtimes were flexible each day dependent on personal preferences and daily routines. People enjoyed freshly prepared meals and told us they were, most enjoyable, tasty and there was plenty to choose from. Nutrition and meal times had been enhanced following a 'resident' meal survey and a new annual questionnaire. The office manager told us, "We recently introduced 'new dish Thursday' for a number of weeks where we trialled new meal suggestions. This included dishes from Poland, a variety of different stuffing's and toppings for chicken, homemade summer coleslaw sides. We also looked at different ways to cook food to see if this enhanced the taste of foods, for example, steaming vegetables". We asked people if they enjoyed the food, comments included, "It's all beautiful, you must try the homemade cake whilst you are here!", "I have never eaten so well", "They are very accommodating, although we have a menu we can choose anything we like" and "It is all very healthy and fresh and just how I would cook at home"

The service continued to ensure everyone had prompt and effective access to primary care including preventative screening and vaccinations, routine checks, GP call outs and access to emergency services. The registered manager and staff recognised the importance of seeking expertise from community health and social care professionals so that people's health and wellbeing was promoted and protected. In the PIR we read various statistics from the October 2017 survey results. The office manager told us, "In our professional feedback they scored us 89% for how pro-active they find us in meeting our client's health care needs and 91% for the standards and attention to care we give".

Is the service caring?

Our findings

Since their inspection in 2016, the service had considered how they could sustain and develop to further enhance their passion to provide an exceptional caring service. The whole team approach was the driving force in delivering a truly person-centred service. We received many heartfelt comments from people and their relatives throughout our inspection and we read equally similar comments in surveys and compliments received. Comments included, "You made such a difference, management, carers, cleaners and cooks worked together to create a great home within a home, we were very lucky to find you", "I feel like I have one enormous family, the staff are so kind and caring and make me feel special", "Mum is looked after extremely well, with great respect and dignity" and "You have to believe me they are the most generous kind group of people, we are all so happy here and blessed", "There is a lovely purposeful atmosphere about the place, the staff are terrific".

Everyone was pleased about the results from the last survey. They received 98% and 91% for questions asking about how staff care for clients in responses back from clients and families. Professional feedback in October 2017 scored 91% for the standard of care and attention shown to people. Professionalism shown by staff also scored 91% and the level of choices/preferences and rights for people scored 89%. Comments on the questionnaires, "I feel so safe and looked after", "Couldn't ask for more, the care is 100%", and "When you leave your own home and husband to live in a care home it is a strange feeling. As soon as I walked in I felt happy and strong. The staff are excellent in all ways. I am so glad I am living with such wonderful people".

All staff were highly motivated and inspired to offer care that was kind and compassionate. They were determined and creative in overcoming obstacles in achieving this. The registered manager shared with us examples where they had achieved positive outcomes for people and their families. They spoke with us about one lady who prior to moving into the home had become socially isolated and was not getting dressed. This had continued when she moved to Firgrove and she had been reluctant to leave her room. The provider told us, "The manager has really embraced areas where she has been able to make a difference to individual clients. A client who was becoming at risk of social isolation has been supported to take small steps and record her personal achievements. They now come down at least twice a week to socialise and had started to use the hairdresser again. We are supporting them with buying new clothing which we hope will encourage the next steps for them, for example getting dressed and looking forward to the up and coming Christmas celebrations". The registered manager had worked in partnership with the Care Home Liaison Team (CHLT) and involved the staff in this supportive process. In addition, other people who lived in the home were also sensitively encouraging the person to integrate and make friends.

The registered manager and staff always empowered people to make choices and decisions. Following the last 'residents' meeting people had been asked how they wanted their communal areas to look. People had taken part in re-arranging the furniture and displayed their own photographs and personal items. It was nice for them to see personal items around them during the day and not just in their rooms.

As a family run home, they embraced the importance of family and the 'joy of having children in the home'.

The provider told us, "We always encourage children to visit and have several children of staff as our little visitors. We know the importance of a relaxed environment and want families to bring in children of all ages and for them to feel relaxed and enjoy their time. We have toy boxes in both lounges to help with this and drink and biscuits or fruit is always on hand as we know they get hungry quickly. We often have little visitors to join for lunch or special tea time parties. We have good links to the local preschool and the brownies. Clients love their visits and they really enjoy spending time at Firgrove House".

Every effort was made to enhance and maintain family support and existing relationships so that their life experiences were meaningful and relationships remained important. Those relationships were sustained and encouraged in various ways. People were supported to attend special family events for example, weddings and anniversaries. The service loved to share achievements, news and any future planning with people and their family and friends. Quarterly newsletters helped to achieve this. There were various displays throughout the home to keep people informed as much as possible. This included, planned events, displays of group activities and an array of photographs. The office manager told us, "Where we have families, who live abroad (currently for two clients) we email them photos, information and newsletters so they can also be kept informed. We have used video call in some circumstances and we can access this via the client's own computer should they and families wish to". The computer was designed especially for older people to use with large screen display, touch screen and an easy mouse and was preloaded with many activities, music and ideas.

Is the service responsive?

Our findings

Following their inspection in May 2016, the service had considered how they could sustain and develop to further enhance a responsive service. People received a service that was responsive, innovative and based upon a person-centred approach and best practice. They had achieved exceptional results to improve health and in particular, people's emotional and psychological wellbeing.

Thorough assessments continued for those people who were considering moving into the home. In addition to the individual, every effort was made to ensure significant others were also part of the assessment. This included family, hospital staff, GP's and social workers. The information gathered was detailed and supported the service and prospective 'resident' to decide as to whether the service was suitable and their needs could be met. The registered manager demonstrated a sensible, measured approach before taking any new admissions, ensuring the staff compliment, skills, current dependency levels of people living in the home and the environment were satisfactory.

The homes approach to care was person centred and holistic. The registered manager and staff continuously reviewed the planning, delivery and management of people's care and support. It was clear from the start of our inspection that the appointment of the new manager had a considerable impact on further ensuring people received a person-centred service. The provider told us, "She is extremely person-centre focused on our clients. She has spent time with our clients so that she has got to know them and their families and what we could do to support and make their stay at Firgrove House as best for them as possible. She is currently in the process of implementing a new style support plan for all clients which has been very well received by them, their families and staff". Staff told us, "I really love the new support plans they tell a story", "I have not seen anything as good as this, the manager has worked very hard to capture people as individuals" and "The information we are gathering is so in depth and the residents are enjoying the whole process".

In addition to the support plans and with the help from the registered manager and staff, people were compiling their very own biographies. The attention to detail was exceptional and they were interesting and fascinating to read. Gathering this information had truly helped facilitate a holistic approach to care where each day was meaningful to each and every individual. Alongside people's stories the registered manager had found photographs to add to the biographies to help people reminisce and make them a continuous interactive piece of work. One person had lived in Old Sodbury as a child and remembered the school they went to, they told the registered manager there was just one shop and a post office. The registered manager had sourced photographs of these taken in 1940 and they were added to the biography.

One lady spoke with us about 'her journey' and we saw that she had purposefully hand written some notes about her memories, what things were important to her and those events that had been significant in her life. She had fond memories of being in the girl guides and this was a lovely opportunity for us to speak with her and share our own personal memories. We talked with this lady about girl guide camping, the songs we used to sing, the promise we pledged at enrolment and gaining badges. The manager had been contacting local guide packs to arrange to introduce them to this lady and arrange some activity together.

Another person was previously a head mistress in a school and particularly enjoyed contact with the children who visited the home. The manager made enquiries with a local pre-school and arranged for them and two other people to visit the school and spend time with the children. Despite having a diagnosis of dementia, they were clearly comfortable in their surroundings and it brought back many memories. The manager told us, "It was like she was transported back in time. She looked so at ease with children sat around her on the floor, whilst she read to them". The person said, "It was fantastic to go into the pre-school and work with the children, reading and talking with them".

The provider told us, "During the time the manager has been in post she has instigated a vibrant activity programme which she advertises each week and gives personal invites to clients who like to remain in their rooms. She is keen for clients to take positive risks and be involved in the simple daily life of the home. She even had the Brasso out and the fire place in pieces. Having a hands-on manager who is happy to really get involved in all areas of Firgrove House is immensely important and contributes to the homely, family ethos we have".

People were offered and provided with a range of activities, outings and things of interest. They handpicked what they liked to do or take part in. Activities were always included on the agenda at the 'residents' meetings. They took ownership about preferred interests and hobbies and were encouraged to express, discuss and share new ideas. One person told us, "They are simple pleasures and ideas that make us smile". One person suggested making their own facemasks and to have a beauty session. We saw lots of fun photographs where people's faces were smeared with a homemade avocado facemask and cucumber slices on their eyes. Several people had previously enjoyed gardening and they took an active part in maintaining their garden at Firgrove. They had a productive year growing vegetables and again this was a particular enjoyable pastime for one lady. One person told us, "I have thoroughly enjoyed the garden and you can't beat home grown vegetables, it was good to be involved". Other comments from people included, "We haven't stopped, it's been an amazing six months", "We have always celebrated so many special dates but we love how the manager has introduced new ideas", "Life is a lot more fun and interesting since moving here", "You must look at all of our photographs" and "We have our Halloween party today, you must join us all of the children will be here making us laugh and causing mischief!".

We did join the party and took part in an activity. People were decorating Halloween biscuits and making decorations. We enjoyed afternoon tea and cake with people and it gave us the opportunity to see how 'at home' people were and talk to them some more. The provider's grandchildren helped assist people with activities and served them drinks. People referred to the children on first name terms and the children were tentative and happy to spend time with them. One person told us, "They are all adorable and keep us young. We all love children visiting us". The afternoon clearly demonstrated the homes ethos of 'one big family' where people were respected, loved and treated with dignity.

The service was very proud of their 'Firgrove Friends' team. This was currently a group of five volunteers who visited the home regularly. The service had linked up with the Yate Volunteer Centre and used social networks and the Proud to Care Website to look for more friends to join the group. We spoke with one of the volunteers. They told us they thoroughly enjoyed visiting and contributing to people's wellbeing. Through their own personal experience in other care homes, they told us they were 'amazed and the compassion to people was outstanding'. The office manager told us, "Our clients love having visits and one of our volunteers has a therapy dog which all our clients love to spend time with. Having animals in the home is a great therapy and we have been visited by many in the last year which the clients have really enjoyed. It was amazing to see the response from the two reindeer who joined us last Christmas! They also really enjoyed the Easter chicks and the live zoo which brought birds, snakes, skunks, hedgehogs and a few eight-legged friends".

Community links and being able to access the community was very important to people. The new pedestrian crossing had enabled safer access to the new shops at the local shopping centre. The office manager told us, "We have established a wonderful new link with St Marys Church which has enabled a client to visit the church and we have just arranged for them to come to Figrove House every three weeks. We are also in contact with a member of their choir who will come in for regular signing sessions. Clients and staff are keen to start a Figrove House choir".

Staff were proud and felt privileged when supporting people during the end of their life. They did this with empathy, love and respected people's wishes to the very end to ensure a peaceful, dignified death. One member of staff spoke with us about a person they were supporting who had recently been diagnosed with a terminal illness. It was evident they had a lovely demeanour and had encouraged them to 'think ahead' in a sensitive, supportive manner. We spoke with the lady who also mentioned how kind and compassionately they were being supported and how a doctor's visit had been arranged. They had found this process extremely helpful and informative albeit a difficult subject to broach. They felt reassured to have an advanced care plan in place and said they were positive their wishes would be respected. We read some of the information which was very personalised and written in a caring tone using the persons own quotes. For example, they had stated, "I may need my hand holding".

Is the service well-led?

Our findings

The service continued to provide an outstanding, well led service. One person described the home as, "A haven of quality, care and safe living. The staff and management are five star". It was evident that the passion and desire for Firgrove to provide outstanding care was shared by the provider, the registered manager and office manager. Their effective leadership and personal investment was testament to why the service had continued to improve since our last inspection. In addition, their values and visions were embraced by the whole staff team who were all proud to be part of the service provision.

The provider had an extremely 'hands on', active approach and presence within the service, with people who lived at the home, relatives, and staff. Comments from people and staff included, "The owner I cannot fault and I trust her with my life", "There is a lovely family presence and we love it when all the children visit", "Quite simply she is a genuinely nice, kind person", "She really cares about Firgrove and the people who live there", "Staff hold her in high regard and have great respect for her", "She is a very nice lady and leads by example" and "She is part of the furniture and I feel very happy being part of her team".

Everyone who used the service expressed unreserved positivity about Firgrove. Comments we received and read included, "What can I say it's incredible living here, the best thing my daughter did for me", "I cannot fault the home, the staff are all very wonderful", "I love it here you won't find anything better than this, "It is home from home with wonderful staff" and "Overall I would have to score the home 20 out of 10!".

The registered manager joined Firgrove in April 2018. They had previously been a registered manager in another service and had achieved an outstanding rating there. The provider wrote about the registered manager and told us, "We feel that Firgrove House has been greatly enhanced since the manager joined us. She is a wonderful person to work with. Her calm and reassuring nature, together with her ideas and passion for care has reignited and sparked a wonderful aura at Firgrove House. We feel we have achieved many wonderful things already in a short space of time. We know with her plans and vision we will be even better than we are already. We are incredibly proud of our home and we feel we all continue to make Firgrove House an outstanding home".

There was a mutual appreciation and respect between the provider and registered manager. The registered manager told us, "I have felt very welcome at Firgrove. I can see the provider is motivated for us to provide a really good service for the residents. If you have an idea, she gets quite excited about it and really helps you make it happen. She knows the residents and they know her and when she visits she will always speak with them and help with anything they may need. I work closely with office manager and in a short space of time we have clicked really well and she too has been a great support. They are a great family and it's easy for me to say that I am happy"

In their reflective account the management team wrote, "Firgrove House has a great team ethic and the manager has been incredibly well received by the team. They have welcomed her fresh ideas and her supportive efforts to encourage all staff to proactively suggest ideas and follow them through. She encourages them to take the lead with getting GP visits requested when needed and to liaise with them,

district nurses and the care home liaison team when they visit. New roles and responsibilities have been encouraged and welcomed by our new level five care staff, and has arranged for more qualification and training opportunities for several staff to increase their knowledge and confidence".

Various examples were shared with us which demonstrated the positive impact the registered manager had made for everyone who used the service. This included, the enhanced person-centred care initiatives and increased activities. In addition, staff training had been a big focus following the appointment of the new manager. She had recently completed the moving and handling trainers course so that she could train all staff and ensure a consistent approach to care. One positive outcome from this was her recommendation to purchase a Manger Elk. This a piece of equipment to assist staff should a person fall and needs assistance to get back up safely. The manager had been training staff and involving 'residents' in the training which was very interactive. It enabled people to ask questions and see the equipment in use so that they were familiar with it should the staff need to use it in the future. It made it a fun training session. One person told us, "It is good we are consulted and we enjoy taking part in things that affect us".