Ernehale Lodge Care Home Limited

Ernehale Lodge Care Home

Inspection report

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Ratings

Overall rating for this service	Requires Improvement

Is the service safe?	**Requires Improvement**
Is the service effective?	**Requires Improvement**
Is the service well-led?	**Inadequate**

Summary of findings

Overall summary

About the service
Ernehale Lodge Care Home is a residential care home providing personal and nursing care to 17 people aged 65 and over at the time of the inspection. The service can support up to 30 people.

People's experience of using this service and what we found
There were widespread and significant shortfalls in the way the service was led. There were three breaches of the Health and Social Care Act 2008 (Regulations) 2014. The delivery of high-quality care was not assured by the leadership, governance or culture in in the home

Staff felt unable to raise concerns with the provider. Staff did not feel listened to or that their views mattered. Overall governance of the home was ineffective. Limited or no action was taken to address known risks. The environment in which people lived and staff worked was unsafe in places. The provider had not acted to address this.

People's care records did not always reflect their current care needs and increased the risk to their health and safety. People who needed continuous supervision were provided with the staff to keep them safe; however, staff were not provided with the guidance needed to support them in a way that reduced the risk of them presenting behaviours that may challenge. This resulted in increases in agitation and anxiety for these people. It was noted that the provider had ensured staff supported one person with this care whilst an application for funding from the Local Authority was being made. This helped to reduce the immediate risk to the person's safety.

People's medicine records were not always correctly completed. The clinical room where medicines were stored had damaged and/or broken furniture. Robust infection control procedures were not always followed. This increased the risk of the spread of infection. People did not always receive the support they needed to maintain good nutritional health.

Accidents and incidents were reported to the relevant agencies; although little action was taken to support staff with learning from mistakes made. Staff supervision was not consistently provided. Staff felt unsupported by the management.

Safe recruitment processes were followed; however, when agency staff came to work at the home, no formal induction was provided. Staff responded quickly to call bells and other requests for assistance. People were not left alone and unsupervised. People told us when they asked for help from staff, they always responded quickly.

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 home supported this practice.

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

Rating at last inspection
The last rating for this service was good (published 3 January 2020).

Why we inspected
The inspection was prompted in part due to concerns received about the management of the home, infection control and people's safety. A decision was made for us to inspect and examine those risks.

We looked at infection prevention and control measures under the Safe key question. We look at this in all care home inspections even if no concerns or risks have been identified. This is to provide assurance that the service can respond to COVID-19 and other infection outbreaks effectively.

We have found evidence that the provider needs to make improvements. Please see the Safe, Effective and Well-Led sections of this full report.

You can see what action we have asked the provider to take at the end of this full report.

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

Enforcement
We have identified breaches in relation to safe care and treatment, premises and equipment and governance at this inspection.

We are mindful of the impact of the COVID-19 pandemic on our regulatory function. This meant we took account of the exceptional circumstances arising as a result of the COVID-19 pandemic when considering what enforcement action was necessary and proportionate to keep people safe as a result of this inspection. We will continue to discharge our regulatory enforcement functions required to keep people safe and to hold providers to account where it is necessary for us to do so.

Please see the action we have told the provider to take at the end of this report.

Full information about CQC's regulatory response to the more serious concerns found during inspections is added to reports after any representations and appeals have been concluded.

Follow up
We will request an action plan for the provider to understand what they will do to improve the standards of quality and safety. We will work alongside the provider and local authority to monitor progress. We will 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 not always safe. Details are in our safe findings below.	**Requires Improvement**
Is the service effective? The service was not always effective. Details are in our effective findings below	**Requires Improvement**
Is the service well-led? The service was not Well-Led. Details are in our Well-Led findings below.	**Inadequate**

Ernehale Lodge Care Home

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.

As part of this inspection we looked at the infection control and prevention measures in place. This was conducted so we can understand the preparedness of the service in preventing or managing an infection outbreak, and to identify good practice we can share with other services.

Inspection team
The inspection was carried out by an inspector, an assistant inspector and a specialist advisor (nurse).

Service and service type
Ernehale Lodge Care Home is a 'care home'. People in care homes receive accommodation and nursing or personal care as a 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 did not have a manager registered with the Care Quality Commission. At the time of the inspection an application had been made, but this had not yet been completed. This meant that the provider had sole legal responsibility for how the service was run and for the quality and safety of the care provided.

Notice of inspection
This inspection was unannounced.

What we did before the inspection
The provider was not asked to complete a provider information return prior to this inspection. This is information we require providers to send us to give some key information about the service, what the service does well and improvements they plan to make. We took this into account when we inspected the service

and made the judgements in this report.

We reviewed information we had received about the service since the last inspection. We sought feedback from the local authority and professionals who work with the service. We also contacted Healthwatch. Healthwatch is an independent consumer champion that gathers and represents the views of the public about health and social care services in England.

During the inspection-
We spoke with five people who used the service and three relatives and asked them about the quality of the care they or their family member received. We also spoke with five care staff, a domestic assistant, the cook, two nurses, administrator, the manager and nominated individual. The nominated individual is responsible for supervising the management of the service on behalf of the provider.

We reviewed a range of records. This included all or parts of records relating to the care of 11 people. We also reviewed three staff files, training and supervision records and records relating to the safety and management of the service.

After the inspection
We continued to seek clarification from the provider to validate evidence found. We looked at training data and quality assurance records. Following feedback provided during and after the inspection, the provider informed us they had started to address some of the issues raised.

Requires Improvement

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 now deteriorated to requires improvement. This meant some aspects of the service were not always safe and there was limited assurance about safety. There was an increased risk that people could be harmed.

Assessing risk, safety monitoring and management

●The risks to people's safety had not always been appropriately assessed and action taken to reduce the risks to their health and safety.

●Two people received continuous supervision (sometimes referred to as one-to-one support). This meant a staff member was with them 24 hours per day as they may be at risk of harm or could cause harm to others. One of these people was in receipt of funding from the Local Authority, an application for funding for the second person was in progress. The provider ensured staff supported this person to reduce the immediate risk to their safety.

●However, we noted one of these people did not have a care plan in place to guide staff on how to support them safely and to reduce the risk to their safety. The other person did have a care plan and guidance; however, daily notes showed staff did not follow the guidance. Records showed both people had regular periods of anxiety, aggression and agitation which could have been avoided/reduced with safe and effective preventative procedures.

●We noted a person had lost 10kgs in weight over a 14-month period. Their Body Mass Index (BMI) level was recorded as 14 for the five months prior to our inspection. This meant they were underweight. Their care plan stated they 'maintained a healthy weight'. This had not been updated to reflect the increasing concerns about their weight loss. The last record of GP and/or dietician involvement with this person was six months prior to our inspection. This meant the person's health was placed at increased risk.

●A person had been identified as a 'falls risk' due to them having four falls in a three-week period. The provider had implemented regular monitoring of this person to help to reduce this risk. However, the person's care plan had not been updated since 1 January 2021 and did not reflect this increased risk. This placed the person at increased risk of receiving inconsistent care and support and avoidable harm.

Using medicines safely

●People were not always protected from the risks associated with medicines.

●Medicines were not always stored safely. We noted a bottle of 'thickener' was placed on an unlocked trolley throughout the first day of our inspection. This type of medicine should be stored safely and in a way that was inaccessible to people.

●A cabinet used to store topical medicines was unlocked and unorganised. Lotions and creams were stored in this cabinet and it was difficult to ascertain which of these medicines were in use and which were discontinued. The fridge was also not locked as required. Although the clinical room where the cabinet and fridge were stored was locked, it is important to ensure that all additional lockable cabinets and fridges were also locked to prevent people accessing medicines that could cause them harm.

●People's medicine administration records (MARs) and other records relating to medicines were not always

appropriately completed. For three people, there were no photographs within their records to help staff with identifying them as the right person. For those three and four more people, there was no recorded information within their (MARs) about their allergies and how they preferred to have their medicines administered. Some of this information was stored in care plans at and was not easily accessible when medicines were being administered. This increased the risk of people not receiving their medicines in a safe and their preferred way.

●Records showed people who received 'time critical' medicines did not always receive them in accordance with the prescription guidance. One medicine administered to three people had clear instructions that the medicine must be given at least half to an hour prior to their breakfast. The MARs for each person only stated 'morning' as the time the medicine was administered. This meant we could not be assured these people received their medicines in accordance with the prescription, which could place their health at risk.

●The clinical room used to store people's medicines was not appropriately maintained. The medicines cabinet used to store medicines as well as controlled drugs was broken, and the left hand-side door was coming away from its hinges. It is acknowledged that the cabinet did lock; however, the effectiveness of this lock could be affected by the broken door. This was not a suitable space for the storage of medicines.

●Procedures for the safe disposal and return of unused medicines were not always followed. We found a bag containing tablets with no name for whom they belonged, nor, what their date of expiration was. The bag was also not secured in a locked cabinet. The nurse told us they would dispose of these medicines immediately; reducing the risk of people accessing medicines that could cause them harm.

Preventing and controlling infection

●There were not always safe and effective measures in place to reduce the risk of the spread of infection and COVID-19.

●We were informed prior to the inspection that the local Infection Prevention and Control (IPC) nurse had carried out an audit of the home and had raised concerns about infection control measures. The provider was required to address these issues and to report their progress to the IPC nurse. We will be monitoring the progress of these improvements.

●The manager told us they were aware the COVID-19 policy was not up to date and they were working with local Infection Prevention and Control team to address this.

●There was limited information available for visitors on the process for visiting their relatives. This could lead to an inconsistent approach to reducing the risk of the spread of infection.

●The use of personal protective equipment (PPE) across the staffing team was inconsistent. All staff wore masks; however, not all wore gloves and aprons. There was no guidance for staff to follow to inform them of what PPE was required to be worn throughout the home.

●Parts of the home were not clean. Numerous carpets in communal areas and bedrooms were worn and stained. One domestic staff member worked six hours a day six days a week. This was not enough to ensure the home was clean and tidy throughout. We did not observe staff carrying out any cleaning duties when the domestic staff member had completed their shift at 2pm.

●The communal lounge did not always have a window open to aid ventilation and air flow. This is important to reduce the risk of the spread of COVID-19.

●The garden patio was dirty; seats and tables were soiled, and this was an unhygienic and unusable space for people to use.

●Staff attempted to ensure that social distancing was adhered to. We did note at lunchtime this did not always happen and it could increase the risk of the spread of COVID-19.

The provider failed to ensure that the risks relating to the safe care and treatment of people were assessed and mitigated, this is a breach of Regulation 12 (Safe care and treatment) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

●People told us they felt staff provided care in a safe way. One person told us they felt able to talk to staff if they had concerns about their safety. People told us they were happy with the support they received with managing their medicines.

Learning lessons when things go wrong

●Accidents and incidents were investigated and reported to the relevant authorities where required.

●There was limited opportunity for management and staff to discuss mistakes, poor practice and poor performance. We have reported on this in more detail in the Well-led section of this report.

Staffing and recruitment

●The provider did not have a suitable person in place to carry out necessary maintenance and improvements to ensure people lived in a safe and secure environment.

●We were informed that plans were in place to promote one of the domestic assistants to this post as they had the required skills to carry out this role. This role change will take place once a replacement domestic assistant had been recruited.

●No formal induction was in place for agency staff, other than an informal tour of the building when they first arrived. The provider told us they would implement a formal induction process to ensure all new agency staff received a consistent message. This will help to ensure people were cared for by suitable and experienced staff.

●We observed staff respond quickly to call bells and other requests for assistance. People were not left alone and unsupervised. People told us when they asked for help from staff, they always responded quickly.

●Staff were recruited safely and employed following checks of their identity, criminal background and previous employment.

Systems and processes to safeguard people from the risk of abuse

●People were protected from the risk of abuse.

●Staff had received safeguarding adults training. Staff understood the process to report concerns.

●Concerns about people's safety were investigated, and where required, reported to the relevant agencies such as the Local Authority Multi Agency Safeguarding Hub and the CQC.

Requires Improvement

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 has now deteriorated to requires improvement. This meant the effectiveness of people's care, treatment and support did not always achieve good outcomes or was inconsistent.

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

● The provider had failed to ensure all of the premises and equipment used by the service provider were clean, secure, suitable for the purpose for which they were being used, properly used and properly maintained. This placed the health and safety of people at risk.

●The home environment was not suitable for people living with dementia. There was limited signage throughout to help with orientation. Signs to communal areas, bathrooms and toilets were not always in place. Corridors were bare and carpets throughout the home were stained and in need of replacing.

● Bedrooms were not appropriately maintained. Five bedrooms that were in use by people did not have a supply of hot water. Another bedroom had a leaking cold-water pipe. We found a missing door handle to an en-suite bathroom, two broken beds and numerous bedrooms in need of decoration.

●Little effort had been made to involve people with decisions on how to personalise their bedrooms. Many of the bedrooms we looked at were bare, in need of decoration and would not offer a pleasant place to relax and to enjoy their own space.

●The garden was not secure, was not suitable for use and was not properly maintained. A relative said, "The outside area is certainly very shabby and in need of some care. I'm hopeful to sit outside with [family member] in the summer, but the outside area needs some care and attention."

●The garden was untidy and neglected. Soil, used fireworks, table umbrellas, a hose pipe and upturned tables and chairs were evident throughout the garden. A bird table had snapped, and sharp wooden edges were exposed which could cause people harm. Seats and tables were dirty. A large hole had been dug in the garden by a structural engineer for the purpose of testing the soil. Sufficient measures to secure that part of the garden were not in place. We raised these issues with the provider during the inspection. They then ensured the hole was filled and the garden area cleaned and hazardous materials removed, reducing the risk to people's safety.

The provider had not ensured the premises and equipment used by service users were clean, secure, suitable, properly used and maintained. This is a breach of Regulation 15, Premises and Equipment, of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

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

●Prior to people coming to live at the home an assessment of their care needs was carried out to ensure they could be supported and cared for safely and effectively.

●Care records showed that these assessments had been completed. However, this did not always result in the timely writing of care plans to guide staff on how to support people. For example, we noted a person had

been living at the home for over three weeks. They had risk assessments in place; however, they did not have care plans. Records showed this person was at risk of falls there were concerns about their diet and was at risk of developing a pressure ulcer. This meant the person may not receive effective care and support.
●Where people had specific health conditions such as diabetes and they had had stroke; the provider had ensured guidance from recognised best practice sources such as the NHS were in place to inform staff about the condition.

Staff support: induction, training, skills and experience
●People told us they felt staff understood how to care for them and had the skills and experience to do so.
●Records showed that most training deemed mandatory by the provider for staff to carry out their role was up to date. Some training such as 'dementia awareness' had not yet been completed by all staff. The home manager told us action had been taken to address any gaps in staff training.
●Staff did not always feel supported in their role. They told us that supervision and assessment of their competency to carry out their role was limited. The manager told us completing staff supervisions had been difficult due to staff sickness and limited time on their behalf to complete the required supervisions. They acknowledged that more needed to be done to ensure staff continued to be competent in their role.

Supporting people to eat and drink enough to maintain a balanced diet
●There was an inconsistent approach to ensuring that people maintained a healthy, balanced diet and good nutritional health.
●All people, including those identified as being at risk of dehydration or malnutrition were placed on fluid and food monitoring charts. However, records showed that daily target amounts for fluids were not always recorded. Where they were, the daily total amount had not been calculated to ensure the target was met and to act if it was not. Due to the poor quality of record keeping, we could not be assured that people received their minimum daily requirement.
●People with diabetes had care plans in place that guided staff to ensure they received meals that would not pose a risk to their nutritional health. The cook had a good understanding of people's nutritional needs and the risks to their health.

Staff working with other agencies to provide consistent, effective, timely care, Supporting people to live healthier lives, access healthcare services and support
●Prior to the inspection we received concerns from the local authority commissioners, the local clinical commissioning group (CCG) and an infection control nurse. All had concerns that people were at risk of not receiving consistent, effective and timely care. These agencies were working with the provider to make timely improvements. We will continue to liaise with these agencies to ensure that the improvements they require are made.
●During the inspection we noted a visiting GP came to see people who wished to discuss aspects of their health. These visits were conducted in the communal lounge of the home. A screen was placed around each person for privacy. However, we had concerns that people's privacy was not fully considered during these visits. We overheard many of the conversations that were taking place about people's health needs. We raised this with the manager who told us they would provide a more private space for future visits.

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, 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.

We checked whether the service was working within the principles of the MCA and we found they applied these principles effectively.

- Where people were unable to make decisions for themselves, detailed mental capacity assessments were in place. This included best interest documentation which ensured decisions were made with the appropriate people such as relatives and healthcare professionals.
- DoLS were implemented effectively. It was clear who had a DoLS in place and whether they had conditions attached which must be adhered to by staff. This ensured people's rights were protected.

Inadequate

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 good. At this inspection this key question has now deteriorated to inadequate. This meant there were widespread and significant shortfalls in service leadership. Leaders and the culture they created did not assure the delivery of high-quality care.

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

- Since the last inspection of this service a new manager was now in post.
- The management of this home was ineffective; assessment of and acting on risks was inconsistent. There was a lack of understanding of regulatory requirements to ensure people were safe.
- Openness and transparency were lacking. Systems for identifying, capturing and managing organisational risks and issues were ineffective. The provider failed to provide sufficient support to the manager of the home. This led to increasing concerns about the manager's ability to manage the home effectively. The provider told us they were aware of the concerns about the ability of the manager; however, this did not result in additional support and supervision.
- Staff roles, responsibilities and accountability arrangements were not clear. Staff were not given honest feedback about how they were performing, and where improvement was needed. Supervision for staff as well as the manager was lacking. Staff were left to carry out their daily roles with limited direction from the manager and/or the provider. This has led to staff becoming disillusioned with the management of the home. Some staff told us they were planning on leaving.

Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people; Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- There was not a positive, person-centred approach at this home. This has increased the risk of people experiencing poor outcomes as referred to in other parts of this report.
- The provider had not ensured staff understood their aims and values. Staff were left to care for people with little meaningful direction from the manager and/or provider. There were low levels of staff satisfaction, with some staff stating they felt overworked. Staff did not feel able to be open when things went wrong. When they did raise concerns with the management, they did not feel listened to and that action would be taken.
- We did receive some positive comments from people living at the home and their relatives; however, these comments focused on the care provided by staff, not the manager or provider. One relative told us they had raised concerns about their family member and did not feel listened to.
- Leadership was inconsistent and overbearing. We noted the provider said to people, "I hope you're telling them nice things" to our inspectors. The provider acknowledged this was inappropriate as this did not give people a safe space to provide feedback about their experiences at the home.
- Engagement with people, staff and relatives was minimal. The service did not invite or respond to feedback. No questionnaire or other tools formats were used to obtain feedback to enable the provider to

identify concerns and to take action to rectify them. Staff told us they did not feel supported when they raised concerns and did not feel their opinions were taken seriously. One staff member told us they had recently raised concerns about a person's health, but action was not taken. They felt the responsibility for the ensuring people were safe fell solely to the care staff, with limited input and support from the management.

Continuous learning and improving care; 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 provider and the manager did not understand the principles of good quality assurance and the service lacked the drive for improvement.

●The quality assurance processes that were in place were ineffective and did not always identify clear risks to people's safety. The provider had failed to take action to address the significant concerns about the environment in which people lived and staff worked. Governance procedures were ineffective with no clear directive about whose responsibility it was to act on these concerns. This led to an environment that was unsafe in places and increased the risk to people's and staff's safety

●There was little or no evidence of learning, reflective practice and service improvement. Information to support performance monitoring and making decisions was not gathered. There was no evidence of strategic planning, cohesive and workable relationship between the manager and the provider. The provider had failed to identify many of the significant concerns we raised during this inspection. Where they were aware of the concerns, little or no action had been taken. For example, the provider was aware that the garden was not in usable state for people to use; yet they did not address this until we raised it with them.

Working in partnership with others

●There was poor collaboration or cooperation with external stakeholders and other services. Data is not shared as required and there is little or no evidence of partnership working.

●Prior to the inspection, other agencies contacted us to report concerns about the home. Following their visits, action plans were requested, and reassurances demanded on how the risks that had been identified would be addressed. We received continued correspondence from these agencies about the lack of urgency to comply in a timely manner with these requests.

The provider had failed to ensure that effective governance processes were in place to help to identify, monitor and act on the risks to people's health and safety. This is a breach of Regulation 17 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

●We noted the rating from the previous inspection was displayed in the home.

This section is primarily information for the provider

Action we have told the provider to take

The table below shows where regulations were not being met and we have asked the provider to send us a report that says what action they are going to take.We will check that this action is taken by the provider.

Regulated activity	Regulation
Accommodation for persons who require nursing or personal care Treatment of disease, disorder or injury	Regulation 12 HSCA RA Regulations 2014 Safe care and treatment The provider failed to ensure that the risks relating to the safe care and treatment of people were assessed and mitigated, this is a breach of Regulation 12 (Safe care and treatment) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

This section is primarily information for the provider

Enforcement actions

The table below shows where regulations were not being met and we have taken enforcement action.

Regulated activity	Regulation
Accommodation for persons who require nursing or personal care	Regulation 15 HSCA RA Regulations 2014 Premises and equipment
Treatment of disease, disorder or injury	The provider had not ensured the premises and equipment used by service users were clean, secure, suitable, properly used and maintained. This is a breach of Regulation 15, Premises and Equipment, of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

The enforcement action we took:

Warning notice

Regulated activity	Regulation
Accommodation for persons who require nursing or personal care	Regulation 17 HSCA RA Regulations 2014 Good governance
Treatment of disease, disorder or injury	The provider had failed to ensure that effective governance processes were in place to help to identify, monitor and act on the risks to people's health and safety. This is a breach of Regulation 17 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

The enforcement action we took:

Warning notice.