

Care Management Group Limited

# Care Management Group - Trafalgar House

## Inspection report

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## Ratings

Overall rating for this service

Inspected but not rated

Is the service safe?

**Inspected but not rated**

Is the service well-led?

**Inspected but not rated**

# Summary of findings

## Overall summary

### About the service

Care Management Group - Trafalgar House is a residential care home registered to provide personal care for up to 8 people living with a learning disability or autism. At the time of inspection there were 7 people living at the home.

The service has been designed and developed taking into account best practice guidance and the principles and values underpinning Registering the Right Support.

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

Quality assurance systems were in place and used to identify areas for development. Although incidents were analysed there was limited evidence of how learning from incidents took place at a local level. Some records did not always reflect the level of detail needed to show what had happened or what actions had been taken. This lack of detail also meant that the provider may not have full oversight of incidents at the home.

There were systems in place to help maintain people's safety. Staff understood safeguarding and their own responsibilities about reporting concerns. Following recent training and guidance at the home staff understood the importance of reporting concerns in a timely way and told us they had the confidence to do this. Risks to people were well managed and staff understood how to support people. There were enough staff to support people each shift and appropriate infection control procedures were in place.

The outcomes for people using the service reflected the principles and values of Registering the Right Support by promoting choice and control, independence and inclusion. People's support focused on them having as many opportunities as possible for them to gain new skills and become more independent.

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

### Rating at last inspection

The last rating for this service was Good (published 10 April 2018).

### Why we inspected

We undertook this targeted inspection because we had about concerns shared with us in relation to the support people received and allegations of abuse.

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

The overall rating for the service has not changed following this targeted inspection and remains Good.

CQC have introduced targeted inspections to follow up on Warning Notices or to check specific concerns. They do not look at an entire key question, only the part of the key question we are specifically concerned about. Targeted inspections do not change the rating from the previous inspection. This is because they do not assess all areas of a key question.

#### Follow up

We will continue to monitor information we receive about the service until we return to visit.

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

We always ask the following five questions of services.

### **Is the service safe?**

At our last inspection we rated this key question Good. We have not reviewed the rating at this inspection. This is because we only looked at the parts of this key question we had specific concerns about.

**Inspected but not rated**

### **Is the service well-led?**

At our last inspection we rated this key question Good. We have not reviewed the rating at this inspection. This is because we only looked at the parts of this key question we had specific concerns about.

**Inspected but not rated**

# Care Management Group - Trafalgar House

## **Detailed findings**

### Background to this inspection

#### The inspection

This was a targeted inspection to check on a specific concern we had about the support people received and allegations of abuse.

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

This inspection was carried out by two inspectors.

#### Service and service type

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

#### Notice of inspection

We gave a short notice period of the inspection. This was because of the COVID-19 pandemic. We wanted to be sure that no-one at the home was displaying any symptoms of the virus and needed to know about the provider's infection control procedures.

Due to the COVID-19 pandemic we needed to limit the time we spent at the home. This was to reduce the

risk of transmitting any infection. Therefore, we had a discussion with the registered manager before our visit to the home and discussed how we would safely manage the inspection.

#### What we did before the inspection

Before the inspection we reviewed the information we held about the service and the service provider. We looked at the notifications we had received for this service. Notifications are information about important events the service is required to send us by law. We used all of this information to plan our inspection.

We asked the provider to send some records for us to review. This included, a variety of records relating to the management of the service, including infection control policy, training records and staffing rotas.

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 used all of this information to plan our inspection.

#### During the inspection

We spoke with all the people who used the service about what it was like to live at the home. We spoke with six members of staff including the registered manager and regional manager.

We reviewed a range of records. This included four people's care records. We looked at two staff files in relation to recruitment and staff supervision. A variety of records relating to the management of the service, including incident reports were also reviewed.

#### After the inspection

We continued to seek clarification from the provider to validate evidence found. We contacted all staff and received feedback from seven of them about what it was like to work at the home. We spoke with the relatives of three people. We contacted six professional's and received feedback from three of them.

# 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. We have not changed the rating of this key question, as we have only looked at the part of the key question we had specific concerns about. We will assess all of the key questions at the next comprehensive inspection of the service.

Systems and processes to safeguard people from the risk of abuse

- Before the inspection we had concerns shared with us in relation to the support people received and allegations of abuse. As soon as the provider was made aware of these concerns appropriate actions were taken. This included raising them with the local authority safeguarding team. However, some of these concerns were historic and may not have been reported appropriately at the time of the incident. This was acknowledged by the provider. The service was currently working with the local authority to investigate these issues.
- Staff had a clear understanding of safeguarding and their responsibilities. Some staff were able to tell us about concerns they had raised previously. Following the recent safeguarding staff told us they would raise concerns sooner in the future.
- Staff recognised what was needed to keep people safe from the risk of harm, abuse or discrimination. They spoke about ensuring people were supported to make choices and respecting these choices. Where better choices could be made, they told us how they spent time with people to discuss this with them.
- Staff told us they recognised the importance of following support plans to prevent the use of restrictive practices. They told us restrictive practices could have a negative impact on people's dignity and it was important to avoid this happening.
- Staff told us that they believed people at the home were safe and received support that helped to maintain their safety.
- Throughout the inspection we saw people and staff engaging together. People were comfortable in staff company, they approached staff and chatted with them freely. People sat with staff and spoke to us about their life at their home. One person told us they were going bowling and, on their return, told us about their score. They involved and engaged staff in the conversation.
- One person's relative told us, "We feel [name] is very safe and happy where he is." Another relative said, "We don't have concerns there."

Assessing risk, safety monitoring and management

- Systems were in place to help maintain people's safety. Staff were aware of the risks associated with supporting people and were able to tell us how these were managed.
- Some people were at risk of displaying behaviours that may challenge. There were positive behaviour support (PBS) plans which provided guidance for staff. These included information about potential triggers, how the person may present, and what steps they should take to prevent the situation escalating and keep the people safe.
- Staff understood the support that people needed. They gave us examples of how they recognised changes

in people's behaviours and what actions they took to reduce the likelihood of this escalating. For example, maintaining eye contact and reassuring the person.

- Staff received PBS training. This had previously been provided face to face but due to the current pandemic was provided online. We were told this would be reviewed as soon as safe to do so. Staff who were newer to the service and had not received PBS training told us the registered manager had explained the principles and that they were able to read the support plans. Staff told us until they had received the training, they were not able to support people who may require interventions, on their own.
- Some people were living with complex health needs such as epilepsy. Support plans contained information about how to support people in case of a seizure. Discussions with staff demonstrated they had a good understanding of how to provide the appropriate support to keep people safe.

#### Staffing and recruitment

- We found there were enough staff to support people and ensure, where required, that people received their one to one support.
- The registered manager told us there were six staff working each morning and five in the afternoon. There were two staff working each night. There was a current reliance on agency staff to support the staff team. As far as possible, regular staff from the agency worked at the home.
- When staff started work at the home, they spent time being introduced to people and reading their support plans. They then worked with experienced staff to allow them to get to know people.
- Staff completed an induction program. This included a book which staff completed each week to reflect on their learning and identify any areas where they needed support or further development. Agency staff were also given an induction which included the day to day running of the home, and an overview of people and their support needs.
- When staff started work at the service appropriate checks were in place. This included Disclosure and Barring Service checks (DBS), references and employment history.

#### Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider was admitting people safely to the service.
- We were assured that the provider was using PPE effectively and safely.
- We were assured that the provider was accessing testing for people using the service and staff.
- We were assured that the provider was promoting safety through the layout and hygiene practices of the premises.
- We were assured that the provider's infection prevention and control policy was up to date.

We have also signposted the provider to resources to develop their approach.

# 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. We have not changed the rating of this key question, as we have only looked at the part of the key question we have specific concerns about.

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

- Records did not always reflect the level of detail needed to show what actions had been taken. For example, following an incident the record stated the person had been "PBS'd." There was no further detail to clearly identify what had actually happened. In addition, this lack of detail meant that the provider may not have full oversight of incidents at the home.

We identified this as an area that needed to be improved.

- Incidents were recorded and there was detail about what had happened. However, for one incident there was no information about any debrief with staff to discuss the incident.
- There was a quality assurance system in place and regular audits and checks were completed. These identified and analysed the incidents that had occurred at the home. However, there was limited evidence of how learning from incidents took place at a local level.

We discussed these with the registered manager and regional manager as an area that needed to be developed and improved.

- Staff told us that following any incident, discussions took place at handover and were recorded in the communication book for all staff to read. One staff member said, "We have a very thorough handover." We asked staff how they were made aware of incidents that may have occurred when they were not working. One staff member said, "When I get in, I read the communication book, we have supervision every four weeks and catch up then."
- At the time concerns were raised, the registered manager was working away from the service but returned following the concerns. The regional manager told us extra support had been put in place, this included working with a coach to improve and develop the culture and service. There had also been an increase in administration support to allow the registered manager more time to manage the service.

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

- During the inspection we identified a positive atmosphere at the service. Conversations and engagement between people and staff were relaxed and inclusive. People were comfortable in staff presence and both people and staff enjoyed each other's company. However, concerns raised with us before the inspection,

suggested, that on occasions the culture had not always been positive. As soon as the provider was made aware of these concerns appropriate actions were taken. This included discussions with the staff through supervision and meetings.

- Staff spoke about the recent concerns at the home. One staff member said, "Everyone has been through a really difficult time this year, we all have families, we have been worried about this virus, we are all human. Maybe everybody's focus, has not been 100% on the job, maybe there are things that have been down. We have kept our guys safe, and we have remained safe, we have done well." Another staff member told us, "(What's happened) is a real but uncomfortable opportunity to make changes."
- One person told us they liked the registered manager. They also told us how they were involved in the home. They showed us the menu, having choice and told us they were involved in cooking meals. They showed us the pictorial rota and named the staff.
- People's relatives told us about the support their loved ones received. One relative said, "We work with them (staff). They are working in [name's] best interests as far as they can. Talking to the management, they talk the same language as we are. I don't feel they are supporting [name] not to do things, they support him to do things." Another relative told us, "Good relationship with [registered manager] and the staff, can talk or go whenever, (apart from now). We are happy and he is happy there which is the most important factor."
- Staff spoke well of the registered manager. One staff member said, "He is a decent bloke, as the manager I really like the guy. He is a very open guy, he doesn't have the do as I say attitude. He does not stand for rubbish, he talks to staff with complete respect."
- Staff were positive about changes that were happening at the home. One told us, "There is phenomenal potential here that has not yet been realised." Another staff member said, "Since the safeguarding I think it is encouraging, not just me, but other staff who might be scared or worried to approach a manager, to be seen as questioning things. You don't want to be seen as the problem, the safeguarding has helped staff understand that approaching the manager is the right thing to do."
- Staff told us there was a positive culture within the staff team. One staff member said, "We work well as a team. Hardly have to say anything, things are done without asking." Another staff member said, "It's a lovely place to work. Every single staff member has something they bring to the team."