

Newcross Healthcare Solutions Limited

Newcross Healthcare Solutions Limited (Bristol)

Inspection report

2nd Floor, Colston Tower
Colston Street
Bristol
Avon
BS1 4XE

Tel: 01179340640

Website: www.newcrosshealthcare.com

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Ratings

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

Summary of findings

Overall summary

About the service: Newcross provides personal care and support to people in their own homes. At the time of inspection, 28 people were using the service who had a variety of needs.

People's experience of using this service:

The service was rated Requires Improvement at the last Inspection in April 2018. This was because the service was not always safe at that time. The service did not have enough suitably qualified and experienced staff to meet the needs of their care packages at that time. The service had not always been responsive to people's needs. People had told us they did not always have positive experiences when contacting the office with queries or concerns. It was also because the provider had not acted quickly enough to mitigate the risks of not having enough staff. At this inspection we found that actions had been taken and the rating of the service in these areas had improved to Good.

The service was safe and risks to people continued to be assessed and were well managed. Risks were identified and assessments in place that were reviewed regularly. This helped to promote safety and a good quality of care.

People received care and support that was well planned and responsive to their needs. Each person's needs and wishes were placed at the centre of how their care was planned. The service had built up to be a compassionate and innovative organisation.

The service worked closely with other professionals and organisations involved in people's care. There were different innovative ways people were supported, for example to go swimming. These helped prevent the risk of social isolation and enhance quality of lives. People were supported to be engaged in activities away from their homes.

The registered manager was a positive and transparent role model. They took a leading role conveying values and standards they expected staff to follow and embrace. They did this by looking at continuous improvement. They also made sure they led the service in a way that always meant positive outcomes for people.

Regular social activities, events and networks were held and people were isolated were supported to go to these.

The manager always aimed to improve the quality of service. There were effective ways used to seek people's views on the service. The quality of the service was checked and monitored.

Rating at last inspection: The service was rated Requires Improvement at the last Inspection in April 2018.

Why we inspected: This was a scheduled inspection based on the rating at the last inspection.

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

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

Good ●

The service was safe

Details are in our Safe findings below.

Is the service effective?

Good ●

The service was effective

Details are in our Effective findings below.

Is the service caring?

Good ●

The service was caring

Details are in our Caring findings below.

Is the service responsive?

Good ●

The service was responsive

Details are in our Responsive findings below.

Is the service well-led?

Good ●

The service was well-led

Details are in our Well-Led findings below.

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Detailed findings

Background to this inspection

The inspection:

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 (the Act) as part of our regulatory functions. This inspection was planned to check whether the provider was meeting the legal requirements and regulations associated with the Act, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

Inspection team:

The inspection team consisted of one inspector and two and an Expert by Experience(Ex by Ex) . An Ex by Ex is someone who has personal experience of using services. Our Ex by Ex's had experience of Homecare Services.

Service and service type:

This service is a domiciliary care agency. It provides personal care to people living in their own houses and flats. It provides a service to children and younger and older adults. The service specialises in providing support to people and children with very complex care needs.

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

Notice of inspection:

We gave the service 48 hours' notice of the inspection visit because we needed to be sure that people would be available for us to contact them.

What we did:

We reviewed information we had received about the service since the last inspection. This included details

about incidents the provider must notify us about, such as abuse; and we sought feedback from the local authority.

We assessed the information in the provider information return. This is key information providers are required to send us about their service, what they do well, and improvements they plan to make. This information helps support our inspections.

During the inspection, we spoke with two people and 10 relatives of people who used the service, to ask about their experiences. This was because many people who used the service were not able to directly tell us how they felt about the service.

We spoke with five members of staff including the registered manager, community support staff and a senior manager.

We looked at three people's care records, three staff files and a range of records relating to the management of the service.

Is the service safe?

Our findings

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

□ People were safe and protected from avoidable harm. Legal requirements were met.

Staffing and recruitment

- At our last inspection in April 2018 we found that the service was not always safe because there had not been enough suitably qualified and experienced staff to meet needs. At this inspection we found that there were enough staff to meet people's needs and the service was safe.
- One relative said, " My relative has 24 hours care every day of the week, she is never left alone. I have a team of carers allocated to my relative. This remains very stable, my relative knows them all and feels very safe with them." Another comment was "This agency always makes sure that enough carers are available to meet the needs of my relative. As and when needs change the number of carers that come into my home changed; for example, we used to have two but now we have three."
- People's visits were well planned, and staffing rotas were arranged in ways that safely meet the needs of each person.
- Travel time between people was documented on staff rosters giving the staff plenty of travelling time to ensure they arrived for visits at the agreed times safely.
- All staff spoken with said there was enough time for all their visits.
- Recruitment practices continued to be safe and suitable new staff were employed.

Systems and processes to safeguard people from the risk of abuse

- People all told us they felt safe. One person said, " I have a small number of regular carers, we have care every night of the week. On the very rare occasion that the agency cannot send a carer for example because of sickness or holiday, they ring me up, this is not a worry to me at all."
- There were policies in relation to safeguarding and whistleblowing and staff continued to receive training based upon these.
- The staff conveyed a good insight and understanding of safeguarding procedures and how to keep people safe. The staff also knew who to inform if they witnessed or had an allegation of abuse reported to them.
- The manager was aware of their responsibility to liaise with the local authority if safeguarding concerns were raised.

Assessing risk, safety monitoring and management

- Risks to people continued to be assessed and were safely managed.
- People's needs and type of care and support they wanted had been assessed prior to them beginning to use the service. Each person had a risk assessment to guide staff on how to protect them.
- Potential risks to health, safety and welfare had been clearly identified.
- Risk assessments relating to people's homes were in place. This included use of the stairs, and any equipment to be used in the home.

Using medicines safely

- People were still being properly supported to manage their medicines safely. Relatives told us staff handled medicines safely. One comment was "They are very good with the medication and always write on the sheet." Another relative told us "They don't need reminding."
- There were effective systems for ordering, administering and monitoring medicines for people who needed support in these areas.
- Staff were trained and checked before they administered medicines. Medicines were secure in people's homes and records were kept.
- People told us staff took time with them and were respectful in how they supported them with their medicines.

Preventing and controlling infection

- There were safe systems in place for staff to follow to ensure they prevented and controlled infection.
- Staff received regular training to understand what to do to minimise infection control risks
- Staff had a good supply of gloves, plastic aprons, and hand gel to take with for all their visits.
- To help staff follow safe practices there was up to date infection control guidance in place. All staff had read this guidance and had a copy of it.

Learning lessons when things go wrong

- To ensure there was learning after all incidents and accidents there was an up to date record of all accident and 'near misses' involving people and staff.
- There were regular detailed audits of all these occurrences. The records seen had been fully reviewed by the manager.
- Actions were put in place when needed. For example, there had been a recent situation when staff had been concerned about the safety of a person. Actions to make sure the person was safe had been put in place.

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

□ People's outcomes were consistently good, and people's feedback confirmed this.

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

- Relatives all felt that their relative's needs were assessed, and care effectively delivered. One relative told us, "My relative has very complex needs and needs to be given a range of drugs, sometimes in an emergency to avoid hospital admission, for example Morphine. All of this is written down in the Care Plan. The carers are so good, they recognise the warning signs when the pain relief is required, and their prompt action has prevented many hospital admissions."
- Further relative's feedback included "My relative has very complex needs both mentally and physically, I speak for him and act as his advocate, I have been involved in every step of planning his care needs with the agency" and, "The care plan is clear and easy to read, this is reviewed and changed on a frequent basis, I am involved in this process as my relative cannot communicate at all."
- Staff had a very good understanding of people's needs and how to meet them.
- Staff also told us how they offered people choices in how they were cared for. For example, what did people want to wear, what did they want to eat, what type of personal care would they prefer.

Staff support: induction, training, skills and experience

- One relative told us, "All of the care staff from this agency have completed very specialist training, they can meet all of my relative's very specialist needs, they have eased the burden of care on the family and have taken away a lot of worry". Another comment was "I think that every one of the carers that come into my house are well trained, I think they know exactly what they are doing and do it so well. In fact, I would say they are fantastic at their jobs".
- Further feedback included, "The carers seem to be well trained, I am not worried about them being with my relative at all, they know what needs to be done and do it so well."
- New staff were supported to complete a thorough induction which included training in key subject areas and the completion of the Care Certificate. The care certificate is a nationally recognised qualification which provides new staff with skills and knowledge.
- New staff shadowed experienced colleagues before delivering care on their own.
- Staff told us when they started work on their own the manager and office team was always there to call and give advice.

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

- Everyone told us staff prepared food and drink where needed. Some relatives prepared the meals, but the staff would prepare snacks as needed.
- One relative told us "Carers will always refill drinks and leave plenty of drink when they leave."
- Further feedback from relatives included, "My relative is never left without a carer, they are responsible for

every aspect of the care provision around the clock, including the preparation of the food and drink, my relative needs total assistance with everything including eating and drinking" and "The carers prepare and serve the food and drink and provide total assistance, as my relative requires total assistance with everything, I never have to worry about any aspect of the care, all good."

- Other relatives also told us "My relative as a gastrostomy, I prepare the feed and put this up but the carers take it down and clean everything up once it has gone through" and, "My relative as a gastrostomy and is fed over night, I prepare the meals but the carers actually feed my relative, they then tidy everything up afterwards, they are so good."

- No one we spoke with had any concerns about their relative being under nourished or becoming dehydrated.

- Staff supported and encouraged people to have a meal of their choice and type. People were supported by staff to maintain hydration levels. Staff ensured access to supplies of fluids when they leave.

- Care plans set out how to safely support people with dietary requirements were in place. This included foods people liked, what had been cooked and what was eaten. This was recorded to promote nutritional well being.

Supporting people to live healthier lives, access healthcare services and support

- One relative told us, "When we have a hospital appointment, we use the adaptive vehicle. I am always escorted with one of the carers."

- Another relative told us, "The carer will help me when we go shopping. It makes it so much easier."

- Everyone was able to access other medical professionals with help from family members or from Newcross.

Ensuring consent to care and treatment in line with law and guidance

- Staff always sought consent before they supported people with their care

- People and relatives told us people always spoke to their relatives about all care before they supported them.

- This information was clearly recorded in care plans.

Is the service caring?

Our findings

Caring – this means we looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect

□ People were supported and treated with dignity and respect; and involved as

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

- Relatives and people felt staff treated people very well and with the upmost respect.
- One relative told us, "My relative gets on very well with the carers. I can change hours as needed. We used to have day-care hours as well as night but now we have more night hours, so we can rest easier."
- Another relative said, "Absolutely, 100%, they are kind, they watch TV with her, read or put music on." Another relative said, "Oh my goodness, yes they are kind, they've come to the hospital instead of home to support me."
- Relatives also told us how staff ensured people were well treated with respect and dignity. One relative said "The staff that come to look after my relative are all very kind and caring, very thoughtful, compassionate people. In addition, they are so very supportive towards us as a family."
- Further comments were "All of the carers are excellent at their jobs, they will always try and go the extra mile, they are polite, very caring, kind people not only towards my relative but to us as a family as well. My relative calls the carers my lovely girlies," and "The staff are very kind and caring, I cannot fault what they do or their attitude on how they do it all, they are all very good."

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

- One relative told us "My relative has some complex needs, all of the care needs are fully documented, I have been involved in the care planning process every step of the way".
- Care plans explained in clear detail how to support people to be involved in making decisions about their care. This could be by working closely with their family, or by understanding their body language if they could not directly say how they felt.

Respecting and promoting people's privacy, dignity and independence

- Relatives told us how staff respected and promoted privacy and dignity. One comment was, "The staff always make sure that all of the doors and curtains are always closed all of the time, nobody has access to anything they should not see. Privacy and dignity is never compromised by the carers, also they are aware of data protection."
- Further feedback was "The carers maintain my relative's dignity and privacy when carrying out personal care, all of the curtains and the doors are always closed, people are asked to leave the room. "My relative has very complex needs as I said, the care staff try and maintain dignity and privacy when carrying out care of a more personal nature. They always try and promote some degree of independence, but my relative's needs are so complex this is not an easy task."

Is the service responsive?

Our findings

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

□ People's needs were met through good organisation and delivery.

Planning personalised care to meet people's needs, preferences, interests and give them choice and control

● Relatives told us how care was personalised to meet people's needs, preferences, and interests. One relative said "The care team are responsible for everything that my relative needs. They provide round the clock care, my relative is totally dependent on the carers for everything. They are always alert and respond to emergencies straight away, without their prompt actions and interventions my relative would have many hospital admissions".

● Another relative told us "I have a team of carers, most of them have been coming for a long time, with a newer addition recently to make three, this new person job shadowed the more experienced carers and learnt all aspects of the care plan. All of the carers are aware of the care plan and they all follow it to the letter".

● Further relatives feedback was "We have agreed and signed the care plan, this details the care requirements, all of the staff are aware of the care plan and follow it" and "The carers are really good, they follow the care plan, they even go the extra mile for my relative they do things over and above the call of duty. We have our own swimming pool, one of the carers goes swimming with my relative. If it was not for one of the carers my relative would have died, they responded to an emergency and the outcome would have been very different if they had responded differently. I recommended this carer for a local award and they received a prize, very well deserved."

● Another relative said, "Newcross is excellent." Someone else told us "The carers love my relative. One cuts her hair. Another will put make-up on and generally pamper her. They will do anything to keep her happy."

● One person told us "I do get invited to meetings, but it is easier if they come to my home. I have a timetable, so I can see who's on which shift. It is person-centred. They will help me to fit my plans in and I am treated like a person, an individual. Very happy with the service. It's a nice team. They help me to make the achievements that I want."

● Further relative feedback was, "Newcross comes here if needed for meetings. We are kept informed of any change. The service is person-centred. Sometimes my relative had moods and doesn't want to say anything. The carers know how to handle that and respect that. I think the management at local level are good. We've had to "tweak" the morning routine a few times which they were able to do."

● Each person had a care plan in place that had been written with their involvement or the involvement of family members. ● Care plans were comprehensive and were person centred. They clearly set out how each person wished to be supported in all aspects of their daily life. Staff understood the care plans and told us all changes were always swiftly communicated to them.

● The provider complied with the Accessible Information Standard. From August 2016 this makes it a legal requirement for all providers to ensure people with a disability or sensory loss can access and understand information they are given.

Improving care quality in response to complaints or concerns

- At our last inspection in April 2018 we found that the service had not always been responsive. This was because people had not always had positive experiences when contacting the office with queries or concerns. At this inspection we found the service was responsive. Relatives told us complaints and concerns were well handled. One relative said "We have used other care agencies in the past with a mixture of results, we as a family think this agency provides excellent care. I fully understand how we could raise issues and complaints with the management, however I must say I cannot think of anything to complain about everything now is so good".
- Another relative commented "I used to have to complain a lot, but since the new manager took over, things are really moving in the right direction and everything is getting much better. I no longer feel the need to complain at all, everything is alright at the moment."
- Further feedback was "I do not currently have any complaints or issues to raise about this care agency; if I had I would follow the complaints policy. I did once complain before regarding staffing levels, this was resolved quite quickly" and "This agency is very very good, the best, I know how to complain, a copy of the complaints policy is in the book, I do not have anything to complain about, everyone from the top person down is trying to do their best. The manager comes around all of the time, and the head of complex care comes around to check up on things. Complaints, no, never."

End of life care and support

- The registered manager said if needed the service would liaise with palliative support services if a person required end of life care while using the service.
- Staff were currently supporting a person with End of Life care and support. The staff were well trained and very well supported to care for people at this time.

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

□ The service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Planning and promoting person-centred, high-quality care and support with openness; and how the provider understands and acts on their duty of candour responsibility

- Relatives told us how the service planned and promoted person-centred, high-quality care and support. One relative told us, "As far as I am aware, the agency has very clear policies and procedures. They have a strategy to deliver the very best care possible for my relative and I would say that they do this without fail." Another relative said, "Everything in this agency is very clear and open, no secrets here."
- Further relative's comments were, "The care plan is agreed with the strategy clearly in mind. Since the new manager took over the systems and ways of working have been changed, this new manager is really on the ball, everything is improving now" and "The care agency has very clear, well defined policies and procedures, a clear mission statement is written in the front of the booklet."
- Additional feedback from relatives included, "I can contact the local office by mobile on." "The new managers are very efficient. They came out to see me when we had an incident with my relative."
- The registered manager had put in place a very person-centred approach to ensuring the right staff worked with people. The manager had written adverts for new candidates for jobs with families to make sure they were involved in direct recruitment and this had worked very well.

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

- Staff had a very clear understanding of their roles and responsibilities. For example, staff understood their role was to assess and promote independence.
- The staff also understood the provider's visions and values. They were able to tell us they included being person centred, supporting independence and respecting diversity. Staff told us they made sure they followed these values when they supported people. New staff were inducted to fully understand the service's aims and objectives.

Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- Relatives told us "We as a family have been asked to complete many quality surveys in the past, in addition we are asked to provide ratings and feedback on the individual carers. My relative has twenty-four-hour care due to very complex needs. The complex care team visit us on a regular basis to make sure that the care that the carers provide is good and meeting the needs of my relative all of the time."

- Further relative's comments were, "I receive very regular emails from the manager asking for feedback on the care provision. I also see the manager on a regular basis to check up on everything and that everything is okay. At the same time, we review the care plan and I see the manager at home quite a lot they do quality checks and review the care plan. In between these visits we keep in contact with service by email" and "The manager comes around all the time, the head of complex care comes around all the time, we discuss how things are going and if things could be improved, I can't really do without them."
- Staff felt very engaged and felt the registered manager was open and transparent. Staff felt easily able to make their views known.
- Staff told us they felt listened to by the organisation they worked for and by the registered manager and day to day manager of the service.
- Staff were asked to complete a staff survey for their views about the organisation and about working at the service. They were also asked if they had suggestions for improving the service.
- An initiative had been started to further support staff. Staff were able to use a scheme called 'Flexipay'. This meant they were able to apply for an advance on their salary if needed

Continuous learning and improving care

- The registered manager and team made sure opportunities for learning and making improvements were put in place after reviews and quality checking audits. The registered manager said the team valued people's feedback at any time either positive or where there was room for improvement.
- People told us it was easy to contact the office, and someone was always there to offer support them or make changes.
- An online system was used to track the times staff arrived at people's flats and how long they spent with each person. The registered manager told us that they found the monitoring system useful. It allowed them to track if people's visits were completed in the time agreed.