

Fire Fighters Charity

Jubilee House Therapy Centre

Inspection report

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Outstanding 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

About the service

Jubilee House Therapy Centre is a short-break facility providing personal and nursing care for people with injuries and life-limiting conditions. People who stayed here were 'beneficiaries' of the Fire Fighters Charity, including current and former fire fighters and their relatives. There were four people staying at the service. During this inspection the service increased its registered number from four to six places.

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

People who stayed here received extremely high-quality, personalised support from an exceptionally well-led service. People said the service was "life changing" and "amazing" in successfully helping them to learn skills to manage their conditions, as well as enjoying a very fulfilling and sociable short break.

People received a tailor-made service which more than exceeded their expectations. The service was exceptional at helping people achieve positive outcomes, building confidence and independence to better manage their injuries and health conditions. There was an excellent range of activities and therapies for people during their stay which were specifically designed for each person.

Staff were fully committed to providing an extremely person-centred service. Staff were very proud to work for the service and said they received superb support from the organisation and their colleagues. People said they had absolute faith in the staff as they were very knowledgeable.

People said staff were extremely caring and inspired them to achieve their goals. People were supported by kind, considerate and empathetic staff who fully understood how to support them. People and their relatives told us the service provided care that was exceptional and contrasted dramatically from any other provision they had experienced.

People said the service made a remarkable difference to their independence. The service provided bespoke therapeutic support and superb resources and equipment for people to gain new skills and become more independent, even after they had returned home. 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 service supported this practice.

People were fully involved in the assessment processes and set out their own goals they wanted to achieve during their stay. The culture embedded in the service was an absolute commitment to deliver a service that focused totally on the goals and aspirations of the people who used it.

The registered manager provided strong leadership and constantly considered how they could enhance the service. There was excellent team work within the service.

The exceptional way that people were placed at the heart of the service meant they experienced excellent

outcomes that significantly improved their wellbeing.

Since the last inspection, the service had developed significant new initiatives to support and improve people's own independence and skills when they returned home.

The service was safe. Risks to people's health and safety were assessed and mitigated. Medicines were managed in a safe way. There were enough staff to make sure people received care and support whenever they needed it.

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 14 December 2016).

Why we inspected

This was a planned inspection based on the previous rating.

Follow up

We will continue to monitor information we receive about the service until we return to visit as per our re-inspection programme. If we receive any concerning information we may inspect sooner.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

The service was safe.

Details are in our safe findings below.

Good 

Is the service effective?

The service was exceptionally effective.

Details are in our effective findings below.

Outstanding 

Is the service caring?

The service was exceptionally caring.

Details are in our caring findings below.

Outstanding 

Is the service responsive?

The service was exceptionally responsive.

Details are in our responsive findings below.

Outstanding 

Is the service well-led?

The service was exceptionally well-led.

Details are in our well-led findings below.

Outstanding 

Jubilee House Therapy Centre

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.

Inspection team

This inspection was carried out by one inspector.

Service and service type

Jubilee House Therapy Centre is a short-break care service. People received accommodation and nursing or personal care as single package. 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

This inspection was unannounced.

What we did before inspection

We reviewed information we had received about the service since the last inspection. We used the information the provider sent us in the provider information return. This is information providers are required to send us with key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections.

During the inspection

We spoke with four people who were staying at the service about their experience of the care provided. We spoke with four members of staff including the registered manager, a nurse and two clinical assistants.

We reviewed a range of records. This included three people's care records and medication records. We looked at staff records in relation to recruitment and staff supervision. A variety of records relating to the management of the service, including policies and procedures were reviewed.

After the inspection

We contacted nine people or relatives who have used the service over the past year for their views.

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 remained the same good. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse

- People said they felt "very safe" and comfortable at the service. They had confidence in the staff and management.
- Staff knew how to report any concerns and had regular training in this. The registered manager understood their responsibility to report any safeguarding issues.
- There had been no safeguarding concerns since the last inspection.

Assessing risk, safety monitoring and management

- Staff understood when people required support to reduce the risk of avoidable harm, and people were fully involved in those decisions.
- The accommodation and equipment were safe and well maintained.
- Emergency plans were in place to ensure people were supported in certain events, such as a fire.

Staffing and recruitment

- There were enough staff with the right skills to support people during their stay.
- People said staff had the time to support them individually and at their own pace.
- The provider used safe recruitment practices to make sure staff were suitable to work with the people who stayed there.

Using medicines safely

- People were fully involved in their own assessments about whether they could manage their medicines during their stay.
- If people needed support with their medicines, these were received, stored and administered safely.
- The provider made sure the appropriate staff were trained and competent to support people with their medicines.

Preventing and controlling infection

- People said the accommodation was "spotlessly clean".
- Staff had completed infection control and prevention training. Staff had access to protective personal equipment such as disposable gloves and aprons.

Learning lessons when things go wrong

- Safety measures meant that incidents were minimised or prevented. For example, everyone wore nurse call alarms during their stay and staff carried a pager, so they could provide immediate support if anyone

was in difficulty.

- There were very few accidents at the service but any that did occur were analysed and reviewed at the regular health and safety meetings.

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 improved to outstanding. This meant people's outcomes were consistently better than expected compared to similar services. People's feedback described it as exceptional and distinctive.

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

- People said the service had "amazing resources and equipment" and "incredible pieces of kit that are just not available (to me) back home." These included a hydrotherapy pool, electrical stimulation equipment and an anti-gravity treadmill which allowed people to exercise in a zero-gravity way. People said this equipment helped them to make "fantastic achievements" with their mobility recovery.
- Bedrooms were specifically designed to promote people's independence and included profiling beds and accessible en-suite shower rooms. All areas of the accommodation and therapy rooms were adapted to support people's physical needs.
- The service had introduced apps to support individual people with their continuing therapy. These included apps with videos of exercises for people to follow for their specific conditions and nutrition database, which people had access to whilst at the centre.

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

- People told us the service was extremely successful in supporting their individual conditions. Their comments included, "Jubilee House more than met my needs, it has made an enormous difference to my quality of life" and "Each visit is definitely worth it as it reinforces my ability to manage my condition."
- The service had an exceptional and significant impact on people's well-being. A relative described the effect of the service on their family member as "unbelievable". They commented that their family member had been barely responsive when they arrived but when they left they had been enabled walk out.
- People applied to stay at the service and were fully involved in the assessment process. The service had recently created a new post of assessment practitioner. They were able to give people lots of advice about their application and direct them to other services in the team such as psychology services.

Staff support: induction, training, skills and experience

- People said staff were incredibly skilled and had a vast understanding of their individual specific conditions. Their comments included, "I have complete faith in their skills which have proved to be beyond what I expected."
- Staff said they received "excellent" training and support to meet each person's needs. Staff described how the service was tailor-made for each person because the physiotherapists trained them how to support each person's individual mobility and exercise needs.
- Staff said they received "amazing" support from the registered manager and the organisation in their roles. Their comments included, "I feel supported so much and can do any training that is relevant to the people who stay here. The staff team are brilliant and we all work really well together to provide a holistic

experience for people."

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

- People said they had "excellent" support during their stay from physiotherapists, nurses, clinical assistants and psychology services. Their comments included, "It's a holistic service – they treat all of me, not just my injury" and "I've learnt more about my condition here than I ever did from the NHS."
- People also learnt about other services they might find useful when they left the centre. For example, one person said, "It has opened up different treatment avenues and also identified useful equipment to help me live and enjoy my life more."
- People came to stay from all over the country, so the service liaised very closely with outside agencies to support people when they returned home. They contacted specialist nurses and palliative care teams to look at local provision for individual people. The charity's 'welfare services' provided ongoing support to people if they needed this.

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

- People were very positive about the meals during their stay. They described them as "very nutritious and healthy" and "very good."
- Everyone had excellent information about the dietary value to their meals. They were given access to nutrition information during their stay.
- If anyone required a special diet this was identified during the pre-admission assessment. The information was shared with catering staff so they could prepare a personalised menu for that person during their stay.

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).

- This service did not provide a service to people who lacked capacity. All the people applied to stay here. Their capacity to make their own decisions was integral to their pre-admission assessment.

Is the service caring?

Our findings

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

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

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

- People described the service as "incredibly positive", "magical" and "uplifting". One person said, "It's an inspirational and beautiful place. You hear everyone say they feel so much better, even on the first day!"
- People and their relatives said the staff and the organisation was extremely caring and considerate towards each of them. Their comments included, "I cannot praise all the staff enough. Everyone cannot do enough to help you" and "All the staff are kind, encouraging and understanding. They immediately put your mind at ease."
- People and relatives described the registered manager and staff as very empathetic. Their comments included, "Being with people who understand completely the limitations and personal problems has been invaluable."

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

- People were fully involved in planning their care during their stay and were the absolute decision-makers about all aspects of the service they received.
- Since the last inspection the service had developed a 'daily log book' that people completed themselves. Every day people reviewed their own progress and set their own goals and aspirations for the following day.
- The service was exceptionally adaptable to meet the lifestyle choices of each person who stayed there. For example, if someone preferred to go to bed later but they required physical support to retire the staffing rota was flexed to whatever they needed to support this.
- People said they received "superb" guidance from the service to self-advocate when applying for support from other agencies. The provider now employed welfare case workers who provided advice for people with aids and adaptations, debt management, assistance with forms, applications for grants and recuperation services.

Respecting and promoting people's privacy, dignity and independence

- People said the service made a remarkable difference to their independence. They commented, "It's made such a difference to my life. You get physio every day and they support me with exercises to carry on at home so my mobility has improved so much" and "Every time I come here I get better and better – it's incomparable."
- There was an exceptionally strong and visible person-centred culture, with staff going out of their way to ensure people were treated with equality. The genuinely welcoming and inclusive conduct of staff meant people's diverse needs were acknowledged and respected.
- People said they were treated with the greatest respect. One person said, "The staff instil so much

confidence in everyone and they are so positive" and "They treat us all as individuals."

- People said they were treated with dignity. They described how staff sensitively balanced their independence with the assistance they needed to maintain their dignity, for example when getting changed.
- Staff were acutely sensitive when anticipating people's needs and recognised when they required comfort. People said they were "very reassuring" and "helped me to feel better about myself."

Is the service responsive?

Our findings

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

At the last inspection this key question was rated as good. At this inspection this key question has now improved to outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- The service had a significantly positive and long-lasting impact on people's well-being. They told us, "It more than met my goals, I achieved things beyond my expectations" and "The visit was a positive experience for us both and has made us feel stronger both physically and emotionally. It helped to find solutions to problems we encounter day to day."
- The service provided an exceptionally personalised service for individual people that met their specific needs, preferences and wishes. People said they were placed at the heart of the service they received and were fully involved in deciding the support they wanted during their stay.
- Staff used extremely innovative ways of helping people take control and were committed to empowering people to do things for themselves. For example, one person who was independent in many ways was unable to tie their own shoe laces so had to rely on their spouse or others. Staff researched and tried several different ways with the person until they found a way that the person could manage this. They practiced this together throughout the person's stay until they were successfully independent with this. The person said this made an enormous difference to their sense of dignity and independence.
- People described the success of the rehabilitation service as "fantastic" and "incomparable". The service provided people with unique and personalised therapy programmes during their stay, for example for spinal injury or following a stroke. One person told us, "I couldn't lift my arm after a stroke but coming here and getting therapy I can now lift it up and move it around."
- People set their own individual goals and recorded their own achievements each day. The service provided people with the tools to successfully replicate those achievements when they returned home so they could continue their progress. Their comments included, "It's amazing, they've shown me alternative therapies that I can do at home."

Supporting people to develop and maintain relationships to avoid social isolation; support to follow interests and to take part in activities that are socially and culturally relevant to them

- The service provided an incredible range of therapeutic and social activities for people that were tailored to their own preferences and aspirational goals. These included a hydro-pool, electrical stimulation bicycle, zero-gravity gym equipment, tai chi, yoga, baking, flower arranging, candle-making, arts and crafts and walking in the local countryside. The service also held lectures for people on specific conditions and self-help sessions such as improving sleep and mindfulness.
- People's comments included, "I found the whole week immensely beneficial across the whole range of activities and lectures that were provided."

- The service also designed bespoke timetables to target the needs of specific groups of people. These had included spinal injury weeks, love activity weeks and carers weeks. These provided new activity experiences for people such as walking football, chair-based exercises, crafts and gardening. This also supported people's compatibility during their stay, so much so that some people set up their own WhatsApp group to keep in touch after they went home.

Meeting people's communication needs

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

- People's individual communication styles were fully respected and supported. This was part of the assessment process so staff could be fully prepared to support people in their preferred method, which could include blinking, nodding and light writers.
- If people needed information in different formats, this was provided. For example, one person who was registered blind was provided with electronic copies of information which their computer then dictated back to them.

Improving care quality in response to complaints or concerns

- People told us they were exceptionally pleased with the service and could not ever envisage having a complaint.
- People said the registered manager was incredibly empathetic, supportive and very approachable so would have no hesitation in discussing any issues with her.
- People had very clear information about how to make a complaint if they were not happy with the service.

End of life care and support

- It was not the remit of this short-break rehabilitation service to support people at the end of their lives. The service did explore people's preferences and choices in relation to end of life care in case of sudden death as an exceptional circumstance.

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 improved to outstanding. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

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

- The service promoted an extremely person-centred approach and excellent outcomes for the people who used it. People unanimously described the positive impact the service had on their confidence, mobility and independence.
- The registered manager was exceptional at promoting the outcomes for people. She was absolutely clear the service only existed for the benefit of the people who used it. She commented, "We all consider ourselves in a privileged position to provide the care we do."
- The organisational values were fully displayed by staff and they all put people's well-being at the centre of the service. Staff commented, "I couldn't work anywhere else now because this is absolutely client-centred" and "We are really happy to work here because it's an excellent service and such a positive experience for people."

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

- There was excellent team work within the service. The registered manager said, "The nurses and clinical assistants work very closely with the physiotherapists, exercise therapists, psychological therapists and welfare team to make sure people are cared for at every part of their stay, including after they get home."
- Staff told us they were very well supported in their roles. Comments included, "I get brilliant support from the rest of the staff team and we all work really well together."
- A range of audits and checks were undertaken by the registered manager and these were extremely effective in maintaining safety and continuously developing this high performing service. The director of beneficiary services also undertook audits of the service and shared new ideas and good practice at the other services run by the charity.

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

- People unanimously described the service as having a significantly positive impact on their lives. Their experiences during their stay were at the heart of the provider's reviews of the service.
- People completed daily log books and a service evaluation which were analysed by the provider. Their comments included, "(it's been) life changing", "I can move on with my life now" and "I'm amazed at the level of my improvement."
- Staff were overwhelmingly positive about their roles and how they were involved in making suggestions.

They told us, "I feel very involved and part of an amazing team" and "We're encouraged to express any ideas at meetings."

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; continuous learning and improving care

- The organisation and staff were enthusiastically committed to continuous improvements. For example, since the last inspection the service had introduced several new features to support people both during and after their stay. These included personalised exercise and nutrition apps.
- The service was developing health related apps to help support people's recovery from illness, injury and other life events. For example, a pain management app.
- The service was also introducing a new virtual consultation system. People's assessments would be done face to face wherever they were in the country on Attend Anywhere, which is a web based consultancy platform for assessments and triaging. This meant clinicians at the service could start to support people before they even arrived, for example if they were on the waiting list but had just had surgery.
- Staff commented, "It's constantly improving and developing, for instance we've got psychology support and welfare advice for people" and "It's always moving forward for the benefit of people who use it."

Working in partnership with others

- The provider was a national charity that had excellent links with other provisions. For example, the service helped people link in with other specialist groups, such as the Motor Neurone Disease association.
- The welfare team were able to signpost people to a wide range of other services to improve people's individual quality of life, such as benefits and bereavement support. This was incredibly supportive for people who had been diagnosed with life-limiting or long-term conditions.
- The service worked very closely with the local Fire and Rescue Service. The service held social event where the local service staff and other members of the local community were invited to join the people who were staying here.

