

Bagshot Rehab Centre Limited

# Bagshot Park Care Centre

## 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

Bagshot Park Care Centre (Bagshot Park) provides nursing care and rehabilitation for people with a range of complex needs including people with acquired brain injuries. The service accommodates up to 22 people across two separate floors. At the time of our inspection, the service was supporting 20 people.

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

Staff were aware of their responsibility to keep people safe from harm and knew how to report any concerns. The service had provided opportunities and contact details for staff should they wish to discuss any concerns regarding people's care or their own support. Risks to people safety were managed and systems were in place to support people in the event of an emergency. Safe infection control protocols were followed and national guidance in response to the COVID-19 pandemic was followed. Sufficient staff were deployed with a range of skills which enable people's needs to be met effectively.

There was a positive atmosphere in the service and staff were observed to work well as a team. Communication with families had been a priority when visiting restrictions were in place. Staff felt they were supported in their roles and had the training and induction they required.

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 Requires Improvement (11 March 2020). No breaches of regulations were identified.

### Why we inspected

We undertook this targeted inspection to check specific anonymous concerns we had received in relation to people's care and the management oversight of the service. The overall rating for the service has not changed following this targeted inspection and remains Requires improvement.

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 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?**

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 Requires Improvement. 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**

# Bagshot Park Care 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.

This was a targeted inspection to check on a series of anonymous concerns raised regarding the care people received at Bagshot Park. These concerns included the safety of people's care, infection control, the management of the service and a poor culture throughout the staff team. As the concerns received were anonymous and did not always provide specific details such as dates or names, we used these general themes as the basis of our inspection.

As part of this inspection we looked at the infection control and prevention measures in place. This was conducted as part of our Thematic Review of infection control and prevention in care homes.

#### Inspection team

The inspection team consisted of two inspectors. An additional two inspectors conducted telephone calls to relatives and staff.

#### Service and service type

Bagshot Park is a 'care home'. People in care homes receive accommodation and nursing or personal care as 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

This inspection was announced. We announced the inspection the day before we visited to discuss the safety of people, staff and inspectors with reference to the COVID-19 pandemic.

### What we did before the inspection

We reviewed information we had received about the service since the last inspection. This included safeguarding information, the provider's responses to the anonymous concerns and statutory notifications. Statutory notifications are information about important events which the provider is required to send us by law. We sought feedback from professionals who work with the service. 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.

### During the inspection

We spoke with two people who used the service about the care they received. We spoke with 21 staff members including the registered manager, regional manager, nurses, care staff, the chef, housekeeping staff and members of the therapy team. We looked at infection prevention and control systems and reviewed a range of records which included four people's care records, accident and incident monitoring and complaints records.

### After the inspection

We spoke with 12 relatives to gain their views of the service provided to their loved ones. We reviewed additional documentation requested from the provider including quality audits, cleaning schedules and policies and procedures.

# 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.

The purpose of this inspection was to check concerns raised anonymously in relation people's safe care and infection control procedures. We will assess all of the key question at the next comprehensive inspection of the service.

Systems and processes to safeguard people from the risk of abuse

- People and their relatives we spoke with told us they felt safe living at Bagshot Park. One person told us, "I definitely feel safe. If I had a problem I would speak to one of the nurses and nine times out of ten they would sort it. If they couldn't I'd go to (registered manager)." One relative told us, "I never question him being safe. The staff are all wonderful and kind."
- Staff had received safeguarding training and understood their responsibilities in safeguarding people from abuse. They were able to describe the different types of potential abuse, signs which may indicate concerns and reporting procedures. One staff member told us, "I would report any form of abuse, verbal abuse, a compromise of care, anyone putting people at risk. I would go to my supervisor and to the manager. If I needed to I would go to the local safeguarding team at local authority."
- The provider and registered manager had acted in an open and transparent manner following receipt of the anonymous concerns. The concerns were fully investigated and where additional action was required this was implemented promptly.
- The provider had taken steps to ensure staff were reminded of their responsibilities to report any concerns and had promoted their 'speak out' process. Staff meetings were held to discuss this and information was displayed around the service for both staff and people to access. This included contact details for senior staff in the organisation and external agencies staff could access should they wish to report concerns.

Assessing risk, safety monitoring and management;

- The majority of people and their relatives told us they felt risks to people's safety were managed well. One person told us they felt risks were managed on an individual basis. They said, "The care I've had here has been very specific to me." One relative said, "They're 100%. I've never found her positioned incorrectly. I can sleep at night now." We spoke with one relative who has raised safety concerns regarding their loved one's care. This is part of an on-going complaint and safeguarding investigation.
- Risks to people's safety were known to staff and measures were in place to minimise them. Risk management plans were comprehensively completed and covered areas including skin integrity, nutrition, mobility and personal care.
- Where people required more specialised support such as tracheotomy care, detailed plans and risk assessments were in place. The provider had comprehensive policies in place regarding tracheotomy care and clinical staff completed an induction and competency assessment prior to supporting people unsupervised. Copies of emergency protocols were kept in people's rooms for staff to access quickly when

required.

- Weekly multidisciplinary team meetings were held to discuss each person's care needs. This meant that any emerging risks or concerns could be discussed and a way forward agreed.
- The registered manager and senior staff completed regular spot checks to ensure the environment was safe. This included checks on cleanliness and security. Where concerns were highlighted these were documented and action taken. One spot check highlighted the sluice room door was not fully closed and locked. This was recorded and staff informed of the importance of checking this. During our inspection we found the sluice room was locked.

### Staffing

- People and relatives told us there were sufficient staff to meet people's needs although some expressed concern regarding the recent changes in the staff team. One person told us, "There's always someone there when I need them and someone to talk to." One relative said, "There seems to be an awful lot of staff around when we are having our visits. I think they have improved that, a lot more permanent staff, lots of new faces, staffing levels are much better than they were." Another relative said, "There seems to be a high turnover of staff at the moment. They're replacing the agency with permanent staff. (Family member) knew all the agency staff's names so it seems a shame they're going."
- The registered manager confirmed that they had recently recruited permanent staff to replace agency staff. They hoped this would give increased consistency in people's care and aid the continued development of a cohesive, skilled team. We observed staff communicated well and worked as a team.
- New staff starting work at the service confirmed they had received training in their roles and had been supported by more experienced staff during their induction. One staff member told us, "I was given all the training, support and induction. I worked with (senior staff member) and couldn't have wished for a better mentor. I never felt alone, there was always someone to speak to."
- Clinical staff confirmed they had the support and training required within their roles. One staff member stated, "It was hard at first as there was so much to learn but I've had weekly supervisions which has helped fill any gaps in my knowledge."

### Preventing and controlling infection

- People and their relatives told us they felt the service was cleaned to a high standard. One relative told us, "The cleanliness from top to bottom is so good." A second relative said, "There are always cleaners around, surfaces are wiped. The kitchen area that we can use is always nice and clean."
- The service followed the latest national guidance in relation to infection prevention and control. The provider had developed a COVID-19 resilience plan which looked at potential ways the virus could be spread. Measures were implemented to mitigate these risks as far as possible.
- Staff were able to describe the protocols implemented to minimise risks relating to the COVID-19 pandemic. They told us they had always had access to the correct personal protective equipment (PPE) and had received training in how this should be used.
- Additional cleaning protocols had been implemented to minimise risks including equipment, door handles and handrails being cleaned regularly throughout the day. People, staff and visitors had their temperature checked regularly.
- The anonymous concerns received contained information relating to bed rail protectors being torn which meant they could not be cleaned effectively. Evidence was available to show the registered manager had placed orders for these to be replaced prior to the concerns being received.
- Facilities were made available in the garden area to enable people to receive visitors. Each person had a visitor's risk assessment in place and protocols had been established. These included a limit on the number of visitors and the duration of each visit and pre-arranged times. Visitors were required to wear PPE and access the garden externally.

- Some communal areas were normally shared with a separate service accommodated above Bagshot Park. Protocols were in place to ensure these facilities were separated including staff using separate entrances, lifts, staircases and staff rooms. Therapy rooms had also been separated and staff did not work across the two services.



# 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 Requires Improvement. 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.

The purpose of this inspection was to check specific concerns raised anonymously in relation to the culture of the service and support offered to staff. We will assess all of the key question at the next comprehensive inspection of the service.

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

- The majority of people and relatives we spoke with told us they felt there was a positive atmosphere within the service and staff were kind and approachable. One person told us, "I don't have a problem here. The staff work as a team and they're all good." One relative told us, "We find it wonderful. It's like a really big family up there." One relative expressed they felt the service had not always responded in a person-centred way in relation to a specific part of their loved one's care. The registered manager assured us they would review this.
- Staff told us the registered manager had been a positive influence on the service. One staff member said, "It is so different since (registered manager) has come. It seems better. She is very approachable; the carers do feel that they can speak to her. She is a great presence." A second staff member told us, "I love the whole thing about it, the ethos of the place and giving something back. Over time I've seen lots of managers but it's great to have the consistency now. There's a real togetherness and team spirit now. Everyone is working more as a team."
- The registered manager had started working at the service at the beginning of the COVID-19 pandemic. Despite the significant additional pressures this brought, they had demonstrated a commitment to promoting a positive culture. They had a good awareness of people's individual needs and spent time speaking with people, relatives and staff. Staff also spoke about people, their needs, likes and life histories with confidence.
- People benefitted from a co-ordinated approach to their care. Staff told us there was greater communication between the therapy team, care staff and nurses. One staff member told us, "I have noticed in last three or four months there is a more open relationship between carers and therapist. There are more conversations and with nurses and sometimes carers coming to multi-disciplinary meetings there is more clarity."
- The registered manager told us they were continuing to develop this consistency to support people in achieving their goals. A series of presentations from different staff groups had been established to share information and understanding of how roles fitted together to provide a holistic approach.

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

- Relatives told us the service had gone to great lengths to communicate with them when the COVID-19 pandemic necessitated visiting restrictions. One relative told us, "At one point we had daily emails from (registered manager) to tell us what was going on, the communication was very good." A second relative said, "Every day we had an update, brilliant as reassurance, as restrictions have eased it's now done weekly by email."
- People and their relatives were supported to use technology to communicate when they were unable to meet in person. Relatives told us how important this had been to them. One relative said, "The staff have all been so accommodating with call times. I used to be there all the time so it's been so important to us."
- Staff told us they felt supported in their roles and had the guidance they required during the pandemic. One staff member told us, "There has been very good support about the pandemic. Constant dialogue with manager and colleagues. Help is always there when needed."
- The provider used a wide variety of methods to ensure staff received the support they required and show their appreciation of the team. These included access to mental health support, promoting well-being information, team meetings, providing 'treats' such as pizza on a Friday and sending regular newsletters.