

# Norse Care (Services) Limited

## Redmayne View

### Inspection report

Mountbatten Drive  
Sprowston  
Norwich  
Norfolk  
NR6 7PX

Tel: 01603485374  
Website: [www.norsecare.co.uk](http://www.norsecare.co.uk)

Date of inspection visit:  
09 November 2018

Date of publication:  
18 December 2018

### Ratings

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

# Summary of findings

## Overall summary

Redmayne View provides care and support to people living in an 'extra care' housing scheme. Extra care housing is purpose built or adapted single household accommodation in a shared site or building. People's care and housing are provided under separate contractual agreements. CQC does not regulate premises used for supported living; this inspection looked at people's personal care provided by the service. Not everyone living at Redmayne View received the regulated activity of personal care. On the day of our inspection 34 people were receiving this service.

Redmayne View is situated in Norwich in Norfolk. The service provides support to people who live in their accommodation, with their own tenancy agreements. The aim of the service is to provide high quality care and support at all times to enable people to remain living as independently as possible within their own homes.

At our last inspection we rated the service Good. At this inspection we found the evidence continued to support the rating of Good overall. Further developments to the key question of 'Caring' resulted in that key question being rated 'Outstanding'. In line with our methodology the rating overall remains 'Good'. There was no other evidence or information from our inspection and ongoing monitoring that demonstrated serious risks or concerns. This inspection report is written in a shorter format because our overall rating of the service has not changed since our last inspection.

People received outstanding care from staff who knew them exceptionally well. People had an enhanced sense of well-being and quality of life because staff actively encouraged and supported them to retain their independence for as long as possible.

People felt safe receiving the service from staff who delivered their care and support at the agreed times. Staff demonstrated good knowledge about people's care and support needs and people were supported to have maximum choice and control of their lives.

People received the support they needed with their medicines from staff who had received training and had their competency to administer medicines checked.

People received support from a consistent team of staff, many who had worked at the service for a number of years. People were provided with care and support according to their needs and any risks were identified and managed. People's care plans provided staff with the information they needed to support people and were personalised to reflect their preferences. Systems were in place to support people with their medicines where required. Staff understood the principles of mental capacity.

The service was run by an experienced and long serving registered manager who retained good oversight of the service to ensure that people were having their care needs met as per their care plans. People who used the service, relatives and staff told us the service was well led. Staff were aware of their roles and

responsibilities and were well supported.

The service had a complaints procedure which was made available to people and their relatives. People were happy living at the home and had no complaints.

Further information is in the detailed findings below

## 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 remains Good

Good ●

### Is the service effective?

The service remains Good

Good ●

### Is the service caring?

The service has improved to Outstanding

People were cared for by staff who were exceptionally kind and respectful.

Staff ensured people received high quality care that valued, promoted and actively encouraged their independence.

People's rights to privacy and dignity were a fundamental value of the service and were respected.

Outstanding ☆

### Is the service responsive?

The service remains Good

Good ●

### Is the service well-led?

The service remains Good

Good ●

# Redmayne View

## **Detailed findings**

### **Background to this inspection**

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

This announced comprehensive inspection took place on 9 November 2018 and was carried out by an inspector and an expert by experience. An expert by experience is a person who has personal experience of using or caring for someone who uses this type of care service.

The provider was given up to 24 hours' notice because it is a community based service and we wanted to be certain the registered manager and staff would be available on the day of our inspection. We also wanted to give them sufficient time to make arrangements with people so that we could visit them in their homes to find out their experience of the service.

Before the inspection, we requested that the provider complete a Provider Information Return (PIR). This is a form that asks the provider to give some key information about the service, what the service does well and improvements they plan to make. This was received from the provider.

We also reviewed information we held about the service including feedback sent to us from other stakeholders, for example the local authority and members of the public. Providers are required to notify the Care Quality Commission (CQC) about events and incidents that occur including unexpected deaths, injuries to people receiving care and safeguarding matters. We reviewed the notifications the provider had sent us.

We spoke with the registered manager, two team leaders, two care staff and a healthcare professional. With their permission, we met with nine people and two relatives. Following our visit, a further seven relatives contacted us to share their experiences of the service and the care their family member was receiving.

We reviewed the care records of three people to check they were receiving their care as planned. We looked at records relating to the management of the service, staff recruitment and training, and systems for monitoring the quality of the service.

# Is the service safe?

## Our findings

At our last inspection in April 2016 we rated the key question of safe 'Good'. At this inspection we found that the service had sustained this rating.

People, without exception, told us they felt safe living at Redmayne View. One person said, "Heavens: nowhere is better. I have absolutely no worries at all." Another person commented, "This is the place for me. I don't worry about anything. If I need help they'll [staff] be there for me."

Staff we spoke with demonstrated a good understanding of the types of abuse and harm people could be at risk of and the action they would need to take to address this. All staff were aware of the internal provider reporting system for safeguarding as well as how to contact the local authority safeguarding team should they need to.

Potential risks to people's health, safety and wellbeing continued to be assessed and staff took steps to reduce the likelihood of harm occurring. For example, a risk assessment was in place in relation to staff supporting people with moving and handling. Guidance was in place about any action staff needed to take and risk assessments provided detailed information to staff on how to support people safely.

People continued to tell us there were enough staff available to support them and meet their care needs. All people we spoke with told us staff arrived at their flats at the arranged time and stayed for the agreed length of time. Staff also confirmed there were enough of them to meet people's needs and deliver their care. The registered manager told us that staff covered for one another if needed and that they also had a pool of relief staff they used when needed. They advised that agency staff were not used at the service.

Staff continued to be recruited safely. Employment checks completed by the provider ensured staff were suitable to deliver care and support before they started work.

People who required assistance with their medicines continued to be supported by trained staff. Prior to undertaking the administration of medicines staff undertook training and had their competency assessed. Staff completed medicine administration records (MARs) to record when people's medication had been administered.

Staff had access to protective equipment, for example, gloves and aprons, to reduce the risk of cross infection when providing personal care and support to people.

We saw there were few accidents and incidents, but when any happened, they were recorded and managed appropriately with detailed investigations undertaken along with learning to prevent reoccurrence.

# Is the service effective?

## Our findings

At our last inspection in April 2016 we rated the key question of effective 'Good'. At this inspection we found that the service had sustained this rating.

People continued to have assessments of their support needs carried out prior to them using the service. We saw that this information was used to form the basis of personalised care plans that considered their needs, choices, views and preferences. People's assessed needs included those in relation to their personal care, nutrition, activities, and to address specific health conditions. People told us their care needs were being met by staff. One person told us, "They've [staff] quickly got to know me and call me by name. It's really helped me settle in and they know how to support me."

Staff continued to have the necessary skills and knowledge to effectively support people. One person told us, "The carers are very capable. They are brilliant in the way they support you and they look after you as best as they can." Another person commented, "The staff seem to know exactly what they're doing." Staff records showed training in areas the provider considered mandatory including; first aid, fire safety and infection control. A member of staff commented, "I have completed so much training in the years I've been employed here." Staff told us they felt supported in their day to day work, and they received regular supervision.

People told us they were supported well to eat and drink enough to maintain their health and wellbeing where this was part of their care package. As people lived in their own flat their food was purchased by themselves or their relatives.

Where staff had a role in supporting people to maintain a healthy diet and remain hydrated, this was achieved effectively. Staff told us about one person who had a recognised need to gain weight and through the input of staff and their frequent prompts to encourage this person to eat, they had gained a stone in weight in recent times.

It was evident a range of health care professionals such as GP's and community nurses were involved in people's care when needed to support them to maintain good health and independence.

The 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 interest 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. The application procedures for this in the community are via the Court of Protection.

People were actively encouraged and supported on a daily basis to make decisions about their care and

staff sought people's consent before providing any care. Information in people's care records showed the service had considered people's capacity to make their own choices and staff respected those decisions. A member of staff told us, "[Person] may not have capacity for the larger decisions but they do have capacity to make day to day decisions. We always offer choices, [person] can choose from two items, [example if you show the choices]."



## Is the service caring?

### Our findings

At our last inspection in April 2016 we rated the key question of caring 'Good'. At this inspection we found that the service had further developed their caring approach and respect of people's dignity and were actively promoting people's independence. We have rated this key question 'Outstanding' at this inspection.

Many people using the service were very keen to tell us how very happy they were and about how they were supported by exceptionally caring and considerate staff. One person told us, "The carers call me by name. We get on well and they make me laugh. I can joke with them: all sorts of banter goes on. They never ignore me. It makes for a happy atmosphere." Another person commented, "They say they like me which makes me feel lovely and also I then feel years younger!" A third person said, "I am so happy here. The carers are amazing. I absolutely love this place. We have such banter between us all and a real laugh. They treat me properly and I tease those carers and they get me back [which I enjoy]!"

People's relatives also told us how their family member was treated with remarkable kindness, respect and compassion by an established and marvellous staff team. One person's relative commented, "The carers are very respectful. They have true relationships with the residents. They are friendly and there is banter all the time with lots of [well received] teasing both ways." Another relative commended the service telling us, "Kindness is all around." A third relative told us, "They [staff] have built up an understanding of who [family member] is and was. They show respect and care for [person] in a manner that meets their needs in the way [person] wants. I can now sleep at night knowing there are kind staff on hand if [person] needs help. [Person] is able to live as independently as possible for as long as she is able to thanks to all the staff at Redmayne View."

A healthcare professional told us that in their view the level of care provided to people at Redmayne View was unquestionable. They said, "The care is fantastic, it's actually so good I have put in an application for my [family member] to come and live here. Staff are so respectful. People who live here know staff well and its clear people and staff have a connection." Another social care professional contacted us to tell us how extremely impressed they were by the service people received. A second social care professional contacted us to say, "The service that Redmayne provide to tenants and support with families and professionals in my experience working with Redmayne is extremely professional and caring."

People were cared for by a staff team who spoke passionately about the people they were caring for. Staff were confident and assured that people received the best care possible and told us this was due to the exceptionally caring nature of the staff team. One member of staff told us, "The care is excellent at Redmayne View. I would have my [parent] living here in a heartbeat."

People were supported to have their emotional needs met at any time of the day and were able to call for staff anytime; not just when they had their contracted care hours. A person told us, every time they leave my room they say, 'Don't forget to pull your bell if you need us'. It would be awful [if I had to] move from here.

Staff were respectful in the way they interacted with people and there was a mutual bond and affection

between the staff and many people who used the service. A person told us, "I get a visit in my flat every morning and afternoon. The doorbell rings, then there's a voice, then a smile... always a smile. It all makes me feel so valued. Respect is everywhere in this place."

People were involved in planning their care and support to whatever extent they chose or were able to. One person had hand written most of their care plan themselves and the parts they hadn't written, had been planned in conjunction with them and they had signed it to say they agreed. This person told us, "My care plan is over there [in persons flat], the other side of the room. I get fully involved in it."

Staff went the 'extra mile' to ensure people were treated with kindness and compassion and their personal relationships were also supported. We saw evidence that staff had gone 'over and above' in so many ways when very recently they helped two people who used the service with a very special, personal and significant event. We were told how the caring approach of the staff meant so much to those involved with their family event and enabled them to have a truly memorable day. During our visits photographs were delivered and we could see the true extent of the remarkable occasion.

People were actively supported by staff to maintain and increase their independence wherever possible. One person told us, "They know me well. They know I need my 'walker' [frame] but will watch me rather than take over." Another person said, "I have a real sense of independence here. It's wonderful." Another person's relative commented, [Family members] well-being comes from this environment that respects her and her need for independence."

Without exception every staff member we spoke with explained the steps they took to help people retain their independence and the importance of this to people's well-being. One member of staff told us, "[Person] needs encouragement and support rather than staff being hands on. They want to be as independent as possible and they are actually achieving it here [Redmayne View]. We promote that, for people to be as independent as possible for them. We help only when people want it and need it." They continued to tell us, "One [person] came here to live and wasn't doing anything for themselves prior to moving in. Three months of us 'doing with and not for' and before we knew it [person] was so much more independent."

Another member of staff told us about how they had supported one person to source a piece of equipment which would enable the person to retain their independence longer. They told us, "We [staff] try not to take over. For example, when making a hot drink we offer support by boiling the kettle but encourage the person to do the rest. The other day I spent time looking through a brochure with [person]. They have [medical condition] so we were looking at alternatives to a kettle that would retain independence which is so important to [person]."

Wherever possible people were encouraged to preserve their independence, however where they needed care and assistance this was provided by staff who understood the importance of respecting people's right to privacy and dignity. One member of staff told us, "When helping a person with their personal care I always cover them with towel. I help them a little at a time for privacy. I offer if they would like to wash them self first as some people could feel embarrassed. I say, 'do you mind if I do that? Is it okay for me to do it or would you rather do that for yourself?' I always give a choice to people"

## Is the service responsive?

### Our findings

At our last inspection in April 2016 we rated the key question of responsive 'Good'. At this inspection we found the service had sustained this rating.

Care plans continued to be developed from individual needs assessments completed prior to people commencing using the service. Care plans considered all aspects of the person's life, including their social needs, preferences, past medical history, health and personal care needs and areas of independence staff were to support them with. Care plans also recorded how staff should support the person whilst still ensuring their independence.

People we spoke with told us their individual needs and preferences were met and that staff were very responsive to them. One person told us, "I get involved in things as I want. I enjoy songs of praise, bingo etc. It's such a sociable place. I'd be so lonely without it." We also received positive feedback in relation to how the service worked flexibly to meet people's needs. For example, one person told us about when they were feeling unwell, staff carried out extra checks on them to make sure they were okay. We were told, "When I was ill a few weeks ago they [staff] visited me regularly. I was very impressed."

People told us they were happy in relation to activities and social support where this was part of the care they received. One person said, "I get involved in things as I want. I enjoy songs of praise, bingo etc. It's such a sociable place. I'd be so lonely without it." Another person commented, "It's easy to get into conversation. Everyone is sociable and there's lots to do. The staff mix in so we're all happy and content together. It gives me a purpose."

The registered provider continued to have processes in place to receive and act on complaints. People told us they knew how to raise concerns if they had any problems. Information about the complaints procedure was displayed and made available to people and the provider had clear procedures for how any complaints would be investigated and dealt with.

At the time of our visit, no one being supported by the staff at Redmayne View was living at the final stages of their life. We spoke with the registered manager and staff about how they supported people with their end of life wishes. One member of staff told us, "Staff want to help people so much. We make things as comfortable and dignified for people as possible at their end of life. We do whatever we can to support people's relatives too."

A relative contacted us to tell us, "When my [family member] came to needing end of life care I was invited to stay in the guest room and was given the utmost opportunity to look after [family member]. This included all the possible physical assistance required and all possible morale and emotional support and encouragement. I also had the confidence to know that, had I not been so available, [family member] would have been cared for to the highest possible standard, with love and consideration. My only regret is that [family member] did not have longer with them [Redmayne View]."

## Is the service well-led?

### Our findings

At our last inspection in April 2016 we rated the key question of well-led 'Good'. At this inspection we found the service had sustained this rating.

There was an experienced registered manager in post at the time of our visit who was very well regarded by people, their relatives and staff. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

People and staff spoke very highly of the registered manager and their leadership and commitment to the service and people using it. They told us they felt the management team, which consisted of the registered manager, deputy manager and team leaders, were open and approachable. One person told us, "I'd like an 'O' for outstanding in this [CQC inspection] report! [Registered manager] trains her staff so well. She's always looking to improve the place and update things." Another person told us, "[Registered manager] and her staff do everything they can for me. I love it so much here: it's an amazing place, wonderful." One person's relative commented, "[Registered manager] is brilliant. Nothing to her is too much trouble." We observed throughout our visit that people were very comfortable approaching the registered manager and that she always took time to listen to them and help them with any questions that they had.

The vision of the service was to provide support to people whilst enabling them to maintain as much independence as possible. We asked staff about the culture and values of the service. Staff told us that the registered manager was supportive and had an 'open door' approach. One member of staff commented, "[Registered Manager] is a super manager, her door is always open. She always listens and is fair. She has lots of enthusiasm for here [Redmayne View] and will go the extra mile. She's always very supportive to staff personally and professionally."

A range of governance and quality assurance systems continued to be in place to ensure that care being delivered was safe, effective and kind. The provider completed a quality internal audit every six weeks and provided the registered manager with any actions that needed completing. These audits showed evidence of regular monitoring of the quality of care and support being provided.

The registered manager continued to keep their knowledge up-to-date by attending training and accessing information and updates from CQC as well as the Skills for Care website to support development of the service. The provider held regional managers meetings which the registered manager attended and viewed as an opportunity to not only seek updates but also to source peer support from other registered managers working for the same provider.

The registered manager worked with other professionals and organisations to ensure people received a coherent service. This included, amongst others, healthcare professionals and the local authority safeguarding team.

Procedures were in place to ensure that personal information and records relating to people using the service and staff were stored appropriately. For example, care plans were stored within people's individual flats and staff records were stored securely in the registered managers office. This ensured they were only accessible to those requiring the information and with a right to access them.