

Harbour Care (UK) Limited

The Shores

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

The Shores is a residential care home registered to provide accommodation and personal care for up to seven people diagnosed with a learning disability. At the time of this inspection there were five people living at the home.

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

The service applied the principles and values of Registering the Right Support and other best practice guidance. These ensure that people who use the service can live as full a life as possible and achieve the best possible outcomes that include control, choice and independence.

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

There was a relaxed, happy and welcoming atmosphere at The Shores. People were supported by appropriate numbers of staff on each shift to ensure people's safety and meet their needs. Staff knew people well and provided kind, caring, person-centred care and support.

Staff received their rotas in advance to ensure each shift was covered by adequate levels of appropriately trained staff. Staff told us and records showed the staff rota and shift system was managed well and worked effectively. People were fully supported to maintain their independence in ways that suited them by a consistent team of staff who knew them and their needs well.

The provider was in the final process of recruiting additional staff. This meant they would be able to reduce the use of agency staff and ensure people were provided with more consistent staff support.

There was a robust system of recording and reporting incidents and accidents to ensure necessary preventative action had been taken to maintain people's safety. The manager explained they were in the process of developing an additional analysis tool to ensure detailed analysis of incidents and accidents would be completed to further highlight emerging trends.

People, staff and visitors to The Shores were protected from risks of infection as policies and staff practices were reflective of current best practice guidance. Staff had access to personal protective equipment. People and staff were offered and encouraged to take part in the whole home testing in response to the coronavirus health risk.

There was a clear management structure and people, relatives and staff spoke highly of the registered manager who ensured there was an open, supportive, friendly culture at the home. One staff member told us, "It's a happy place to work, we all support each other and work well together, I love working here." Staff

and relatives told us about the positive management changes the registered manager had made to the home and spoke highly of their leadership skills. Extensive refurbishment and decoration had been completed over recent months, which helped provide a light, airy and comfortable atmosphere.

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 requires improvement (published October 2019). We identified the following shortfalls: inconsistent staffing and processes regarding lessons learned, low levels of activities for people to take part in and the culture of the service.

Why we inspected

We undertook this targeted inspection to monitor the service to check the provider had addressed the shortfalls identified in the previous inspection. This targeted inspection found improvements had been made in all areas where shortfalls had previously been identified.

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

We found no evidence during this inspection that people were at risk of harm from these concerns. Please see the Safe and Well-Led sections of this report.

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

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 as 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.

Details are in our safe findings below.

Inspected but not rated

Is the service well-led?

At our last inspection we rated this key question as 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.

Details are in our well-led findings below.

Inspected but not rated

The Shores

Detailed findings

Background to this inspection

The inspection

This was a targeted inspection to check the provider had taken action to correct shortfalls identified in the previous inspection. Shortfalls identified included the levels of staffing, identifying trends and themes when things went wrong, activities for people and the culture of the home.

As part of this inspection we looked at the infection control and prevention measures in place. This was conducted so we can understand the preparedness of the service in preventing or managing an infection outbreak, and to identify good practice we can share with other services.

Inspection team

The inspection was conducted by one inspector.

Service and service type

The Shores is a care home. People in care homes receive accommodation and nursing or personal care as a single package under one contractual agreement. CQC regulates both the premises and the care provided, and both were looked at during this inspection. This service did not provide nursing care.

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

Notice of inspection

We gave the service 48 hours' notice of the inspection. This was because we wanted to arrange our visit in line with current public health guidance.

What we did before the inspection

We reviewed information we had received about the service since our last inspection. We sought feedback from the local authority who work with the service. 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. We used all of this information to plan our inspections.

During the inspection

We met with four of the five people who used the service, spoke with two of them and spent time observing and listening to how staff interacted with people. During the visit we spoke with the registered manager and three members of staff.

We observed how people were supported and reviewed a variety of records relating to the management of the service. This included staff rotas, records relating to the recording of accidents and incidents, infection control policies and procedures and statutory notifications.

After the inspection

We continued to seek clarification from the registered manager to validate evidence found. We also spoke with four relatives for their views 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.

At the last inspection this key question was rated as requires improvement. This meant some aspects of the service were not always safe and there was a limited assurance about safety. We have not changed the rating of this key question, as we have only looked at part of the key question we had specific concerns about.

The purpose of this inspection was to check specific concerns we had about staffing levels and how the provider ensured lessons are learnt when things go wrong. We will assess all of the key questions at the next comprehensive inspection of the service. However, improvements had been made in the areas we inspected.

Staffing and recruitment

- There was a stable, experienced staff team and a low turnover of staff. People benefited from being supported by staff who knew them well.
- The provider was in the final stages of recruiting additional staff for the service. This meant they would be able to reduce the use of agency staff and ensure people were provided with more consistent staff support.
- Staffing levels were appropriate and enabled staff to provide care and support in a safe and personalised way to ensure people were supported to lead the lives of their choice. There were enough appropriately trained staff employed to support people.
- Staff and relatives told us there were sufficient levels of trained staff on each shift to ensure people were cared and supported safely. One member of staff told us, "There are definitely enough staff around. All residents get all their one to one time and support and we have loads of support for us and the residents." Another staff member told us, "There are enough staff to keep people safe. We have a good shift plan and enough staff are appointed as they are needed. It all works well: we all work well together."
- Staff rotas correctly reflected the levels of staff on duty during our inspection visit. Annual leave or staff sickness was covered by existing staff. If this was not possible the service used their own supply of bank staff, or a small supply of agency staff; this ensured consistency of care for people living at the home.

Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider was meeting shielding and social distancing rules.
- We were assured that the provider was admitting people safely to the service.
- We were assured that the provider was using PPE effectively and safely.
- We were assured that the provider was promoting safety through the layout and hygiene practices of the premises.
- We were assured that the provider was making sure infection outbreaks can be effectively prevented or managed.
- We were assured that the providers prevention and control policy was up to date.

Learning lessons when things go wrong

- Accidents and incidents were used as an opportunity for staff to learn, develop and improve. There was a clear procedure in place for reporting and recording accidents and incidents. All incidents were reviewed and monitored for any trends or patterns of behaviour. This ensured incidents were responded to appropriately and lessons shared and learned with staff.
- One staff member told us, "I get good support. If there were any concerns I know they would get dealt with straight away, they listen to us."
- The manager explained they were in the process of developing an additional analysis tool to ensure a detailed analysis of incidents and accidents would be completed to further highlight emerging trends
- Lessons learned were discussed in staff meetings where staff could discuss different or improved ways of supporting and caring for people.

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. This meant some aspects of the service's management and leadership was inconsistent. Leaders and the culture they created had not always supported the delivery of high quality, person-centred care. We have not changed the rating of this key question, as we have only looked at part of the key question we had specific concerns about.

The purpose of this inspection was to check specific concerns we had about the culture of the service and to review whether people were supported to engage and enjoy meaningful activities. We will assess all of the key questions at the next comprehensive inspection of the service. However, improvements had been made in the areas we inspected.

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

- The provider had employed a new Registered Manager for the service during February 2020. Staff, people and relatives commented positively about the leadership and changes to the service the manager had made. Comments included, "I have no concerns with the management...everyone can't do enough for you, they are all so accommodating and very friendly" and "[Manager] has done an amazing job, their leadership skills are fantastic."
- People and staff told us about the meaningful activities and visits staff were supporting people to enjoy. One person told us how they had particularly enjoyed their recent trip to Monkey World where they saw a two week old monkey. Staff supported people with a varied range of arts and crafts, baking, pamper sessions, listening and interacting with music and visits out into the community. Visits have included trips to Poole Quay, Swanage, the beach and being supported to go shopping if people wished to.
- There was a friendly, homely, supportive and open culture at the service. People were supported and encouraged to lead active, healthy lives that enabled them to live fulfilling, independent lives as far as was possible for them.
- Staff told us they felt very well supported by a management team who were approachable, friendly, professional and always available to staff for advice and guidance. One member of staff told us, "It's friendly and welcoming and looks amazing. It's comforting and feels so homely. I'm 100% happy to ask for help and know I would get full support. We have different strategies to help and support people: it works very well."
- Another member of staff told us, "There is a real community culture within the home, not at all institutional it's more like a family. It looks and feels a much different home, it's so much better." Another member of staff told us. "I love working here, we all work so well together. I really enjoy it."