

# Care In Style Limited

# Lighthouse

## Inspection report

403-407  
Westborough Road  
Westcliff-on-sea  
SS0 9TW

Tel: 01702307370  
Website: [www.careinstyle.org](http://www.careinstyle.org)

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## Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Good 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

# Summary of findings

## Overall summary

Lighthouse 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. Lighthouse does not provide nursing care. It is registered for up to 14 people who are living with a learning disability and have complex behavioural needs. At the time of our inspection there were 13 people using the service. The service was rated good at our last inspection in November 2015. At this inspection, we found the service had made continual improvements, therefore we rated it as overall outstanding.

There was a registered manager in post. 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.

The service worked extremely well in partnership with others to ensure that people received support that met their complex needs. People received good quality healthcare tailored to meet their own individual requirements.

The building was undergoing many improvements; it was safe and was adapted to meet the needs of people using the service. There was good outside space where people could enjoy the well-kept gardens. People had as much choice and control over their lives as possible. The service worked in line with other legislation such as the Mental Capacity Act 2005 (MCA) and had completed mental capacity assessments and Deprivation of Liberties (DoLS) where required to ensure people's rights and freedoms were respected and protected.

Staff were kind, caring and compassionate. They understood people's individual circumstances and ensured that people were supported in a way that respected their dignity, privacy and independence. People were actively involved in every aspect of their lives; they made daily decisions about their care and support. Staff supported people emotionally and promoted their sense of well-being and pride.

People received exceptional person-centred care that was extremely responsive to their complex changing needs. The care and support plans ensured that people were encouraged and supported to develop and maintain the skills to lead a full and happy life. People enjoyed many activities both inside and outside of the service. They had good community links, and annual holidays both in England and abroad. There was a good complaints process in place and people felt able to raise any concerns, which were dealt with quickly.

The deputy managers worked together under the supervision of the registered manager to ensure that people received a high-quality service. Staff shared their vision to provide people with person centred care that gave them control, choice and independence and enabled any barriers to this aim to be removed. The quality assurance system and processes were exceptionally effective. The service had recognised where

improvements were needed through their many audits, and had learnt from mistakes and taken the necessary steps to make continuous improvements. The registered manager, together with their two deputy managers ensured that all interested parties were kept fully involved and worked extremely well with other professionals to ensure that people received excellent person-centred care.

People were protected from the risk of harm and abuse. Staff were well trained and demonstrated an excellent knowledge of their responsibilities to protect people. There were policies and procedures in place and staff knew how to implement them. Risks were well managed, and people were supported to undertake every-day risks safely to enhance their lives and improve their independence. Staffing levels were extremely good and they enabled people to access the local community on a regular basis. The recruitment process was thorough and offered equal opportunities for staff.

Medicines management was very good. Staff had been trained, and knew people, and their medicine needs very well. The service had very good infection control policies, procedures and practices. The registered manager and the two deputy managers shared information with staff to ensure that lessons were learnt when things went wrong.

People received a thorough assessment prior to moving into the service and this informed their care and support plans. There was a good induction process and staff were well trained, supported and supervised. Where people required support with meals they were encouraged to learn cookery skills to enhance their independence.

Further information is available 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?

Good ●

The service remains Good.

### Is the service effective?

Good ●

The service remains Good.

### Is the service caring?

Outstanding ☆

The service was very caring.

The registered manager, the two deputy managers and the staff team were extremely kind, caring and compassionate and offered people the emotional support they needed to enhance their life and well-being.

People and their families were fully involved in every aspect of their lives.

### Is the service responsive?

Outstanding ☆

The service was very responsive.

People received flexible care that enabled them to choose their hobbies and pastimes. Management and staff were creative and responsive to their changing needs.

The care and support plans identified people's individual needs and were tailored specifically to meet them. People were encouraged to learn new skills and develop to their full potential.

People and their families were actively involved in all aspects of their care and support and its evaluation.

### Is the service well-led?

Outstanding ☆

The service was very well-led. □

The service provided people with high quality person-centred care, which gave them control, choice and independence. Staff strived to remove any barriers and encouraged people to actively

take part in the local community. Management and staff went the extra mile to ensure people developed skills to empower them to gain more independence and build their confidence.

The service worked well with other professionals, learnt from mistakes and made continual improvements to ensure that people received excellent person-centred care.

# Lighthouse

## **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 checked 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 was a comprehensive inspection.

This inspection took place on the 11 and 27 June 2018. It was unannounced and carried out by one inspector.

The provider returned a Provider Information Return (PIR) when requested. This is a form that asks the provider to give key information about the service, what the service does well and improvements they plan to make. We checked if the information in the PIR was up to date as the PIR was dated 2017, and the deputy manager updated us where necessary. We also reviewed any other information that we hold about the service such as safeguarding information and notifications. Notifications are the events happening in the service that the provider is required to tell us about. We used this information to plan what areas we were going to focus on during our inspection.

Throughout the inspection, we observed staff's interaction with people and how well people responded. We spoke with six people who use the service, two of their relatives, three health and social care professionals, the registered manager, the two deputy managers and six members of staff.

We reviewed four people's care and support files and four staff recruitment and support records. We also looked at a sample of the service's quality assurance systems, training records, medication system, care workers' rotas and complaints records.

# Is the service safe?

## Our findings

At the last inspection, this key question was rated good. At this inspection, it remains good.

People told us they felt safe, and we saw they were very relaxed, comfortable and happy when interacting with staff. Without exception, everyone we spoke with said the staff kept them safe in the service, and when they were out in the community. One person told us, "I am very safe here. The staff make sure I am safe in here, and when I go out. They take good care of me." There were policies and procedures in place and staff had been trained, and had a good understanding of how to protect people from the risk of harm and abuse.

People had clear risk assessments and management plans in place for all areas of identified risk. The risk assessments were clear about how and when staff were to intervene to protect people whilst empowering them to take calculated risks. Staff could describe their interventions and told us the risk management plans gave them sufficient information on how to keep people safe. Other risks, such as for fire and health and safety had been well managed. There were safety certificates in place for the buildings electrical, gas and water systems. Regular fire checks and drills had taken place and staff were aware of the actions to take in the event of a major electrical or plumbing fault.

Staffing levels were consistently good and allowed staff capacity to enable people to have regular access into the local community. The deputy manager told us that additional staffing was rostered to work when extra external activities took place such as annual holidays and outings. Staff told us, and the duty rotas viewed, showed that staffing levels were appropriate for the needs of the people using the service. The service had a robust recruitment process that included all the relevant checks, such as Disclosure and Barring Service (DBS) checks, written references and a full employment history. People who used the service were an important part of the interview process. One of the deputy managers told us that people had gained skills in interviewing techniques, as they decided what they wanted to know about each of the candidates. A panel of people interviewed prospective staff at the second interview and advised management of their suitability for the role. Staff told us, and the records confirmed that the recruitment and induction process was thorough and fair.

People received their medicines as prescribed. One person was in the process of learning how to manage their own medication. The deputy manager told us that the aim was for staff to support the person to manage their own medicines. There were good effective arrangements in place for ordering, receiving, administering and the return of medicines. We carried out a random check of the medication system and found it to be correct. The records were of a good standard and were appropriately completed. Staff had all been trained, and their competency to administer medicines had been regularly checked to ensure safe practice. They demonstrated a good knowledge of the service's medicine procedures.

The service took infection control seriously. Staff had been trained, and there was appropriate equipment in place such as colour coded mops and buckets, protective gloves and appropriate hand washing materials. The deputy manager had carried out regular audits to check that infection control measures were effective, and the service was clean, tidy and fresh.

The deputy managers and staff told us they learnt from incidents and accidents, and they knew their responsibilities to report them to the appropriate authorities. Information about any incidents, accidents or near misses was discussed at staff meetings to ensure that lessons were learnt and improvements made.

# Is the service effective?

## Our findings

At the last inspection, this key question was rated good. At this inspection, it remains good.

People received a thorough assessment of their holistic (whole mind and body) needs before they moved into the service. The assessment looked at all areas of need, including development and occupation. It took into account people's dreams and aspirations, and their care and support plans reflected this.

Well-trained and supervised staff supported people and ensured that they received an effective service that met their individual needs. People told us the staff were good at what they did. One person said, "They [staff] are all very good at helping me to help myself. This makes me happy when I do things that I could not do before I came here." Staff told us, and the records confirmed that they had received a wide range of training that enabled them to care for people and give them a better quality of life. One staff member said, "I have had training in autism, epilepsy and challenging behaviour. It helps me to provide the right support for people." We saw a comment from a health and social care professional, it read, "All staff are highly trained in all aspects of positive behaviour management and they use very proactive methods."

People were happy with the food and drink. They said that they enjoyed their meals, chose them for themselves and went shopping to buy the food they had chosen. One person told us, "I do a bit of cooking and make my own sandwiches with staff support. I have also made myself a cup of tea and enjoy doing things for myself now." People's nutritional needs had been fully assessed and catered for. Where professional support was required to ensure people could eat and drink safely, the service had sought the help of the Speech and Language Therapy team (SALT). The records showed when this had taken place, and evidenced that the intervention was successful. Where people may be at risk due to too much or too little dietary intake, there were weight and food monitoring charts in place to ensure this was closely monitored. There was a good supply of good quality food available and the records showed that the service carried out the required kitchen checks. The service had a food hygiene rating of five, which is very good.

The service worked well in partnership with other organisations such as social services, psychiatrists and GP's. One health and social care professional told us, "The home works closely with health and social services departments to ensure that each person has a personal plan that encompasses their needs." There were many positive letters seen praising the service on how it works with other professionals and services.

People received the healthcare support they needed. There were health action plans in place that identified the nature of health checks needed for everyone. Routine visits to GP's, dentists and opticians had been fully recorded and included the outcome of the visits and any required actions.

People told us that staff supported them well with their healthcare needs. One professional stated, "People have regular health, dental, hospital and optical appointments, and are encouraged to make their own appointments and tell the staff when they need support to attend." Another professional stated, "It was extremely fortunate that [person's name] found Lighthouse as they have thrived since being there. I anticipate continued improvement in their quality of life and a reduction in behaviours that may lead to

reducing their medication."

Although the design of the building was suitable, it is undergoing improvements to make it more up to date. People told us, and there was a notice in the hallway, that they were going on holiday in September, and that the builders would then carry out the work to improve the communal areas. Many improvements have recently taken place including new kitchens and flooring. There was a large outbuilding, which is used for an activity room and the garden was a lovely space for people to spend their time with a swinging hammock, and tables and chairs. There was a basketball net and a goal post and a good range of suitable games such as bowling pins and footballs. The decking area was shaded and provided people with outside space where they could receive visitors or just sit in the shade.

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 so that they can receive care and treatment when this is in their best interests and legally authorised under the MCA. The authorisation procedures for this in care homes and hospitals are called the Deprivation of Liberty Safeguards (DoLS). We checked whether the service was working within the principles of the MCA, and whether any conditions or authorisations to deprive a person of their liberty were being met. People told us, and the records showed that they had made their own choices each day and had given consent for the service to provide them with care and support. We heard staff asking people for their agreement throughout the inspection visit. There were mental capacity assessments in place where needed and the service had applied for, and been granted DoLS where appropriate. Staff had been trained, and demonstrated a good knowledge and understanding of the MCA and DoLS. The service worked in line with legislation.

## Is the service caring?

### Our findings

At the last inspection, this key question was rated good. At this inspection staff consistently provided people with excellent kind, caring, physical and emotional support which enhanced their sense of well-being. Therefore, we have rated this key question as outstanding.

Staff knew the people they supported and cared for well. People told us that all staff were kind, caring and compassionate and we saw this in staff's approach throughout the inspection. One person said, "I don't know what I would do without them [staff], they are all very nice to me." Another person said, "They're kind and treat me well." Staff were able to tell us about what was important to people, and how they supported them with their achievements. There were photographs and drawings pinned to walls around the service that showed people were happy and content. People's independence was clearly encouraged and staff consistently told us how people had been empowered to do things for themselves. For example, one person had been unable to wash their own hair and they now did so with staff support. This gave them a sense of achievement, more confidence and raised their self-esteem. They were very proud of this achievement and had demonstrated this by writing it down and pinning it to the wall. Another person had learnt to tie their own shoelaces, which was, for them, a major achievement that improved their sense of well-being and their self-esteem.

People had opportunities that provided them with a more fulfilling life and respected their individual diverse needs. Their independence was well supported and they were always treated with dignity and respect. One professional said, "The emphasis on this home is for people to be as independent as possible while increasing their skills. Staff always treat people respectfully." A local Member of Parliament (MP) wrote in a letter to the deputy manager, "You and your team do an absolutely magnificent job supporting and encouraging those who are among the most vulnerable members of society." People were fully involved in decision making on every level such as food, drinks, activities, household chores and annual holidays. One person told us, "We are going to Butlin's this year which I really like, and I am looking forward to it. Another year we went to Spain. It was great." Another person showed us photographs of some of the many activities and outings that had taken place and they indicated that they had really enjoyed them.

The services own quality assurance survey showed that people felt the staff provided them with excellent care and support. One person said, "Lighthouse is the best house." Another person told us, "I give the service two thumbs up." Relatives who commented on the service told us that the staff and management do a fantastic job. One stated, "Since my relative has been with the service they are much happier and well cared for. The service is second to none." Another stated, "Kind, caring and understanding staff."

People had their own special way of communicating with others. Staff knew and understood people's communication methods and encouraged and supported them by allowing the time they needed to respond. Staff demonstrated exceptional qualities when helping people to make decisions and express their views and opinions. For example, one person had not been able to interact well with others, they had difficulty when communicating with people. Staff gradually introduced them to others through trips to local amenities and clubs and they supported them to communicate better. This proved to be so successful that

the person had improved communication, improved social interaction with family and friends and was building independence skills to enable them to move forward with their life. They were also able to stop medication due to their progress and improved health. We saw that people were comfortable and relaxed in the company of staff when communicating their wishes.

Staff demonstrated excellent caring qualities when supporting people who were worried or upset. For example, we observed a staff member supporting a person to manage their behaviour in a very positive caring way. They offered the person reassurance, were patient and understanding and their actions clearly had a positive impact on the person's well-being. People's care and support plans contained detailed information about triggers for negative behaviours and how to identify and manage them. Staff clearly knew people well and understood the need to provide them with the care they wanted to enhance their well-being and give them a sense of responsibility. One relative stated, "You [Lighthouse] came to my aid at a very bad time, my loved one had a breakdown and I thought I would never get them back. In your care, and with your patience they have come back and are happy and content."

Where people were unable to make choices or decisions they were helped by advocates to enable them to have a voice. One advocate told us, "I have worked with the service for some time now and can't fault them. They care for other vulnerable people in the community by helping the homeless and supporting other charities. Feedback from all the relatives are that they are exceedingly happy. One advocate stated, "I would be very happy for a relative of mine to be cared for at Lighthouse." Another advocate said, "They offer person centred care. I have always found management and staff to be caring and empathetic to each individual's needs."

Professionals told us that the service promoted open communication on all levels and was extremely proactive in sharing information. One health and social care professional said, "This is one of the most impressive homes I have worked in for a considerable amount of time. All the people living there are happy. The whole staff team are caring and give a great deal of time and consideration to each person's needs."

People were supported to follow their faith. One person said, "I regularly go to church, which is important to me." They helped to set up the church with Bibles and hymn books and greeted people when they arrived at the church. They also belonged to the church group where they had the opportunity to join in trips out and holidays. The deputy manager told us that people's culture was very important to them and that they also honoured staff's religious observations, as a model to people using the service. One staff member of the Muslim faith could follow their daily prayer ritual. This encouraged and supported people to follow their beliefs.

People were fully involved and consulted on decisions about their care and support. They chose the gender of the staff member they wanted to support them. Where people were unable to communicate verbally they would indicate their preference by pointing to the staff member. There was a key worker system in place and people knew who their keyworker was. One person said, "My keyworker helps me to do what I want to do and helps me plan things, so that I get to do the things I enjoy." The keyworkers were responsible for updating people's care plans. Staff told us the keyworker system worked well and that they supported people to achieve a more fulfilling life.

There were no restrictions on visitors and people told us their visitors were always welcome. Staff supported people to maintain relationships with their friends and families. There were many photographs of people and their friends displayed around the service and people were very proud of their relationships. Relatives told us that staff supported people's relationships and enabled them to build new ones. One relative told us, "[Person's name] love's living at Lighthouse. Their life has improved dramatically since they moved in and

they are more outgoing and have more friends. Our relationship with them has got better, and we are very happy with the service." Another relative said, "All the staff are patient, understanding and show empathy towards my loved one's emotions, and our relationship has improved."

Staff were very pro-active at monitoring and gauging people's feelings. They were quick to seek advice and guidance from other professionals such as the Behaviour Therapy Team. One health and social care professional told us, "The staff are very good at following management strategies. They carry them out to the letter, which has a huge impact on people's well-being." There were clear management strategies in place for managing people's behaviour. Staff knew how to provide intervention and how to support people to manage and control their own behaviours.

This provided people with a sense of calm and well-being and helped them to learn more positive ways to live their lives.

## Is the service responsive?

### Our findings

At the last inspection, this key question was rated good. At this inspection people consistently received person-centred care that not only responded to their individual needs but had enhanced their quality of life. Therefore, we have rated this key question as outstanding.

People said they were very happy with their care and support that staff gave them. They told us that it was responsive to their changing needs. One person said, "I have had changes to my needs and the staff have changed my paperwork and I get what I need." A health and social care professional told us, "One person's needs were such that they would have been admitted to hospital if it had not been for Lighthouse staff. They [staff] worked closely with other professionals to build the person's confidence and improve their way of life." People's care and support plans detailed all their needs, including those of an emotional, religious and cultural nature. They had been built around people's express wishes and included views from important people in the person's life. People's keyworkers worked closely with them to establish when their preferences and wishes changed. The care and support plans detailed people's achievements and progress, and had been amended to take into account any changes needed. This ensured that as people progressed in gaining the essential skills for living, such as cooking, cleaning and caring for themselves, their care and support plans were always up to date. Staff told us that the care and support plans were active documents that were continually under review as people's needs changed. People told us, and the records confirmed that they had their own individual diaries, and they sat together with staff to write their daily notes. The records were detailed and informative and contained good information about how people were feeling, what they did, and what they had achieved.

People participated in a range of meaningful activities that suited their individual choice. These included, yoga, zumba, bike riding and travelling by public transport. People were supported to attend social gatherings with friends in clubs, nightclubs and restaurants. This gave people the opportunity to meet, and establish new friendships. One person said, "I love going out to the clubs and having a good time." Another person told us, "We go out a lot and I have learnt to use a bus. It is great." They showed us some of the photographs of the many activities that were displayed around the service, which demonstrated how wide the range of activities were that people enjoyed.

The deputy manager told us about people working with local charities, such as for homeless people and Macmillan services. People were quick to tell us how they enjoyed supporting others and how much it had helped them to progress and improve their skills. One person's abilities had increased so much they were able to undertake a volunteer work placement at the service. They had an interview and supplied a Disclosure and Barring Service (DBS) check and written references. They had learnt to carry out basic administration tasks such as filing, shredding and printing non-confidential documents. This enabled the person to lead a more fulfilling life and taught them the skills they needed, which may eventually lead to paid work.

Staff went the extra mile to ensure that people had the opportunity to follow their dreams and aspirations. One person had wanted a pet rabbit, which they had in a hutch in the garden, they were responsible for

feeding and cleaning it and had learnt how to care for it properly. Another person told us staff supported them to go horse riding, which they said they had always wanted to do, and had enjoyed. Other events had taken place, such as an Olly Mur's concert and the Chessington World of Adventure. One person had been supported to experience a trip to a London west end theatre to see a pantomime. The staff arranged for the person, together with their mother to shop for evening clothing, enjoy the pantomime, and stay overnight in a five-star hotel. This was a successful trip, which they both enjoyed and it helped bond the person's relationship better with their mother. They said it was, "Amazing to spend some special time together."

People had taken part in The Big Health Day last year, which was organised by the local authority and Essex Partnership University NHS Foundation Trust (EPUT). This provided information and activities for adults with learning disabilities and their families and supporters and promoted healthy lives and well-being for all. People took part in cycling activities where their exercise produced a healthy smoothie drink as a reward. People told us about their holidays and outings and proudly showed us photographs, and excitedly talked about their experiences. The upcoming holiday at Butlin's was for everyone in the home, including all the staff. The deputy manager told us that the building work would be complete for when they all returned. People were very excited about their holiday and the planned improvements to the communal areas.

The deputy managers and staff worked tirelessly to improve people's life experiences. They were creative, and continually sought ways to support people to learn how to lead a full and active life. They offered positive role models to people and told them, 'you can do it and we will help you to'. Staff told us that people took small steps towards their achievements and were rewarded at every level to enable them to develop their skills further. We saw that some people had worked on their writing skills and others had learnt more general skills such as making their own bed and preparing their own snacks and drinks. People had confidence in staff's ability to support them to avoid any barriers to their progress. Staff were continuously pro-active in helping people to develop and progress their skills and knowledge. This helped to raise people's confidence, self-esteem and well-being, and encourage their independence.

People were confident that their concerns were dealt with swiftly. One person told us, "If I am not happy I will tell the staff and they will put things right for me." Relatives said they knew how to raise a concern and would be comfortable in doing so. One relative told us, "I have got no complaints about the service, it is a very good place." One health and social care professional said, "The management responds quickly to any issues presented to them." There was a pictorial easy read complaints policy and procedure in place and staff and people using the service knew how to use it. The deputy manager told us, and the records confirmed that complaints were used to improve the service. For example, one person had concerns about eating in their room. They did not want to eat with others every day but staff had been encouraging them to. This made them unhappy and they complained. The deputy manager told us that all staff had learnt from this complaint and the discussions that had taken place as a result. The person was now happy and although encouraged to eat with others, their right to eat where they wanted was respected.

People had access to information in a format they could easily understand. Their communication needs were recorded in their care plans and, where necessary professional help was sought such as from the speech and language service. Staff knew how to support people using their preferred communication method and we saw this in practice throughout the inspection. People were supported to use new technology such as computers and mobile telephones. This meant that the service complied with the accessible information standards to ensure people's individual communication needs were fully met.

End of life care plans were in the process of being developed. The people currently using the service were mainly younger adults who did not wish to discuss end of life care. However, the deputy manager told us that all the people currently using the service had relatives who they would contact should it suddenly

become necessary, before the plans were fully in place.

## Is the service well-led?

### Our findings

At the last inspection, this key question was rated good. At this inspection people received a consistently well-led, high quality service that supported them to progress in society. Therefore, we have rated this key question as outstanding.

The management team had built a stable and consistent staff team. The service had enabled people with complex needs to improve their quality of life and to move forward using their new-found skills. People had developed good strong relationships with others including friends, families and staff. Everyone told us the service was well-led, they said the two deputy managers, and the registered manager encouraged people to live the life they chose. All the professionals we spoke with were positive about the management of the service and how well people had developed, and improved their behaviours and skills. One professional said they would recommend the service to others as it had made such a difference to the person they were supporting. They told us, "The service encourages people to help others. For example, a neighbour wanted to join in the service's weekly fish and chip supper. They joined people on the walk to the fish and chip shop and ate the meal with them. They were welcomed with open arms and thoroughly enjoyed the experience."

The services support of various charities including cake baking and coffee morning for Macmillan Cancer Care had raised a significant amount of money for the charity. The registered manager and provider supported all the charitable events people were involved in by paying for the food and drink. The service had raised money by staging events such as cake making, coffee mornings, raffles and fun-days. They had supported Lennox Children's Cancer Foundation, Macmillan Cancer Support, the Tram Stop Shelter and Children in Need. People using the service had made cakes, and had helped with the games and raffles. Staff members volunteered to support the town's homeless people by way of operating a 'soup kitchen' in a local car park. Volunteer staff supplied homeless people hot food and drink during the extremely cold weather we experienced earlier in the year. People using the service helped prepare food and drinks, and one person had knitted scarves to help keep others warm during the cold weather. This work helped people to understand the plight of others. People told us they enjoyed helping others less fortunate than themselves. This benefitted people, as it helped to raise their self-esteem and gave them more confidence and empathy towards others.

Staff consistently told us that Lighthouse was a good place to work and said they felt supported and well trained. They knew and understood their roles and responsibilities, and felt that the management team were on hand to support and guide them when necessary. They shared the managements vision to provide people with the skills and confidence to control their lives and to move forward. They said they supported people to remove the barriers that held them back when making new friends, communicating with others and reducing their medication. People took great pride in their achievements and were extremely happy to share them with us during the inspection.

Staff were imaginative and committed to providing people with exceptional person-centred care, which put people at the heart of the service. The staff team worked throughout the organisation's other services, and people and staff said this worked to everyone's benefit. One person said, "I go to see my friends at [name of

service] and we have a good chat and sometimes meet when we go out." Another person told us, "I know all the staff and they all know me so that's okay." Staff knew people's individual personality and character traits and understood how best to support them to manage difficult situations.

People had excellent community links and regularly accessed local amenities such as shops and cafes. We saw that people enjoyed going out, and were excited about the prospect of their trip. People told us that they were actively encouraged to express their views through regular daily meetings in addition to regular house meetings. Relatives were kept fully involved with their loved one's care through telephone contact and the parents' forum. The parents' forum offered relatives the opportunity to talk to each other, to staff and to share any views or ideas. The deputy manager told us that everyone was involved in running the service and that good ideas were put into practice to enhance the quality of life for people. For example, when staff left the service it was sometimes difficult for people and their relatives to understand the reasons why they had left. After discussions at one of the family meetings, it was agreed that the reasons could be shared with the staff member's consent. This helped people to adjust to losing staff they had liked and got to know well.

Management worked in partnership with other organisations and had taken part in several good practice initiatives designed to further improve people's lives. For example, the service worked in line with the Transforming Care Agenda. This is about improving people's health and care services to enable them to live in the community, with the right support, and close to home. The aim is to prevent people from being admitted to hospital. A group of professionals work together, with the service to support the person to successfully live in the local community. We saw this was working very well for one person and their relative told us, "The service communicates well with me. I have seen significant improvement in my loved one's behaviour. Staff can read the signs, and are very aware and prepared to act fast to distract [person's name] and help them to calm down. The staff go the extra mile and have never given up on them."

The registered provider had several schemes in place to drive improvement and reward staff who took the initiative and went the 'extra mile.' The deputy manager told us that the registered manager was inspirational, and provided staff with small cash bonuses for good performance. They also said that staff would receive gift vouchers for 'a job well done'. One member of staff had been sent a 'letter of appreciation' together with their cash bonus to show them the provider's gratitude for the work they did. In addition, the registered manager and provider frequently bought staff lunch or take away meals as a sign of their appreciation for staff working hard to achieve the best outcomes for people.

People's personal records were securely stored and the computerised system was password protected to ensure people's confidentiality was maintained. Staff had received training in the Data Protection Act, and there were policies and procedures in place for dealing with confidential data. Staff were aware of who they could, and could not share confidential information with. This ensured that people's confidential information was protected in line with data security standards.

There were systems in place that continuously assessed and monitored the quality of the service. These included managing safeguarding concerns, incidents, accidents and complaints. The records showed that the deputy managers had learnt from these audits and had taken steps to minimise the risk of a re-occurrence.

Relatives, and health and social care professionals all told us they would recommend the service to others because it was very effective at empowering people to live a content and fruitful life. One health and social care professional said, "Lighthouse staff and managers work extremely hard to ensure everyone is safe, and have really good outcomes. I have recommended them to other local authorities as I think they tick all the

boxes."