

# Underley Educational Services

## Greenacres

### Inspection report

Greenacres  
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### Ratings

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

# Summary of findings

## Overall summary

### About the service

Greenacres is a care home providing personal care to six people at the time of the inspection. The service can support up to six younger adults with learning disabilities or autistic spectrum disorder. It is a purpose-built building with multiple communal spaces for people's comfort and enjoyment. It is situated close to local amenities and public transport.

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

People led very meaningful lives because the registered manager and staff had an exceptionally positive impact on their progress. A relative told us, "Greenacres staff offer at all times exceptional care for my precious [relative]." The management team created an activity programme highly tailored to each person's interests and preferences. Another relative added, "Such great opportunities that [my family member] would not have received anywhere else." The management team worked closely with relatives and professionals to gain detailed insight into how each person responded, interacted and connected. People understood how they could raise a complaint because the registered manager provided details in different formats, such as pictorial.

People received their medicines safely because the registered manager had rigorous systems to ensure careful administration. Each individual had a person-centred assessment to lessen the risk of harm or injury to them. All levels of staff took responsibility for providing a clean, safe environment. People's individual needs were met because the provider ensured sufficient staffing levels were available.

People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice. People's independence and control over their lives was optimised because staff sought their moment-by-moment consent. They were at the heart of their care planning. Each person planned with the registered manager different approaches to lessen the risk of malnutrition. A relative said, "The meals are great. My [family member] feels well-fed." The registered manager provided extensive training.

The main focus of care was to deliver person-centred, holistic and inclusive support plans. Each person made their day-to-day decisions, which staff reinforced through a good understanding of equality and diversity. A relative stated, "They're always professional, but my relative feels like they are her friends. They've got that balance incredibly well."

People were empowered to fully express themselves because the registered manager created a calm and relaxed atmosphere. A relative commented, "[The registered manager] has such a lovely manner about her." The registered manager completed multiple audits to ensure everyone's wellbeing.

We expect health and social care providers to guarantee autistic people and people with a learning disability the choices, dignity, independence and good access to local communities that most people take for

granted. Right Support, right care, right culture is the statutory guidance which supports CQC to make assessments and judgements about services providing support to people with a learning disability and/or autistic people.

This service was able to demonstrate how they were meeting the underpinning principles of Right support, right care, right culture. Staff supported people to make their own decisions and lead discussions on what they wanted to do. There was a consistently kind and respectful approach, ensuring each person maintained their independence and privacy. People confirmed they were happy and settled at Greenacres.

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 and update

This service was registered with us on 06/02/2020 and this is the first inspection.

Why we inspected

This was a planned inspection based on the service's registration date.

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?

Good ●

The service was safe.

Details are in our safe findings below.

### Is the service effective?

Good ●

The service was effective.

Details are in our effective findings below.

### Is the service caring?

Good ●

The service was caring.

Details are in our caring findings below.

### Is the service responsive?

Outstanding ☆

The service was exceptionally responsive.

Details are in our responsive findings below.

### Is the service well-led?

Good ●

The service was well-led.

Details are in our well-led findings below.

# Greenacres

## 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.

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

This inspection was carried out by one inspector.

#### Service and service type

Greenacres 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.

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 gave the service 24 hours' notice because it was a small service and we wanted to ensure people were available to talk with.

#### What we did before the inspection

We reviewed information we held about the service. We sought feedback from the local authority commissioning team. 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 Greenacres and made the judgements in this report. We used all of this information to plan our inspection.

#### During the inspection

We spoke about Greenacres with one person, three relatives, three staff and the registered manager. We walked around the building to carry out a visual check. We did this to ensure Greenacres was clean, hygienic and a safe place for people to live. We looked at records related to the management of the service. We checked care and medication records, staffing and recruitment files and quality and leadership oversight systems.

#### After the inspection

We continued to seek clarification from the provider to validate evidence found. We reviewed the home's quality assurance systems, care documentation, staff records and training matrix.

# Is the service safe?

## Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people were safe and protected from avoidable harm.

### Using medicines safely

- People received their medicines safely because the registered manager had rigorous systems to ensure careful administration. They underpinned this with good levels of staff training and competency checks of their skills. The management team quality assessed records and procedures to ensure they remained safe.
- Relatives confirmed they were reassured competent, knowledgeable staff supported people safely with their medicines. One relative said, "They manage [my relative]'s medications perfectly. I've not had any worries there."

### Assessing risk, safety monitoring and management; Learning lessons when things go wrong;

- Each individual had a person-centred assessment to lessen the risk of harm or injury to them. Staff worked with each person, their relatives and professionals to better understand them and their individual needs. A relative stated, "The staff work in teams, which gives consistency of staff who [my relative] knows and feels safe with."
- The management team assessed procedures and incidents for any themes or issues. They then worked with staff to discuss and implement improvements. An employee told us, "When things have not gone so well, we talk about it as a team and look at how we could do things better."

### Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider had processes to admit people safely to the service.
- We were assured that the provider was meeting shielding and social distancing rules.
- We were assured that the provider was using PPE effectively and safely.
- We were assured that the provider was accessing testing for people using the service and staff.
- 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.

### Staffing and recruitment

- People's individual needs were met because the provider ensured sufficient staffing levels were available. Relatives confirmed staff were well deployed to maintain each person's safety.
- The registered manager followed safe recruitment procedures in employing suitable staff to support vulnerable people. A staff member commented, "It was a very professional process."

Systems and processes to safeguard people from the risk of abuse

- People were protected from unsafe care or abuse because of the detailed understanding staff had. The registered manager underpinned this with training and guidance, including reporting procedures. For instance, they notified CQC about a number of recent incidents, which we found they handled appropriately and transparently. A staff member explained, "I completely understand my primary duty is keeping people safe."



# Is the service effective?

## Our findings

Effective – this means we looked for evidence that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people's outcomes were consistently good, and people's feedback confirmed this.

Ensuring consent to care and treatment in line with law and guidance; Adapting service, design, decoration to meet people's needs

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People can only be deprived of their liberty to receive care and treatment when this is in their best interests and legally authorised under the MCA. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS). We checked whether the service was working within the principles of the MCA.

- People's independence and control over their lives was optimised because staff sought their moment-by-moment consent. They had an in-depth understanding of the MCA, underpinned by regular training. A relative commented, "[My family member] is always offered a choice. Staff support her in ways that help her feel in charge of her life and to make decisions at every opportunity."
- Extensive adaptations were completed before the home opened and adjustments made thereafter to ensure people lived in an environment suitable to their needs. This included internal and external sensory areas. A relative said, "The building and surrounding gardens are excellent."

Assessing people's needs and choices; delivering care in line with standards, guidance and the law; Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live healthier lives, access healthcare services and support

- People were at the heart of their care with the individualised Person-Centred Planning (PCP) system. Staff used this model to support each person to plan how they wanted to live their life and what they needed to achieve this.
- There was a multi-disciplinary approach to care planning and regular, ongoing review. This involved staff meeting with the person, their relative and local community and hospital professionals. A relative explained, "I always attend the PCP meetings because they are a really good way for us all to stop for a moment and reflect on how [my relative] is doing."

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

- People planned with the registered manager different approaches to lessen the risk of malnutrition. This

included involving them in the cooking process and helped staff gain an understanding of their changing preferences. Meals were a social occasion where staff ate with people to support them to develop their skills.

Staff support: induction, training, skills and experience

- The registered manager provided extensive training targeted at staff to develop specialist skills in supporting people who lived at Greenacres. This followed an in-depth induction and was strengthened by competency checks of various skillsets. Relatives confirmed staff were skilled and very knowledgeable about their family members and how to help them meet their needs.

# Is the service caring?

## Our findings

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

This is the first inspection for this newly registered service. This key question has been rated good. This meant people were supported and treated with dignity and respect; and involved as partners in their care.

Ensuring people are well treated and supported; respecting equality and diversity; Supporting people to express their views and be involved in making decisions about their care

- People and relatives were at the heart of care because the registered manager and staff created and developed support planning with them. The main focus of Person-Centred Planning was to deliver person-centred, holistic and inclusive plan of care. A relative explained, "The staff work really hard at getting to know [my family member] and in doing so, she feels completely relaxed and happy."
- Without exception, relatives confirmed they were fully involved in care planning. They told us this was centred on each person's wishes and staff tried multiple approaches to gain people's consent to care.
- Each person made their day-to-day decisions, which staff reinforced through a good understanding of equality and diversity. The registered manager underpinned this with regular training. A staff member stated, "We have created a caring, Inclusive environment where the residents and staff can just be themselves without fear."

Respecting and promoting people's privacy, dignity and independence

- Each person maintained their independence through effective care planning and delivery. Staff were able to distinguish signs when people wanted private time in their bedrooms and respected their wishes. For example, when an individual expressed a desire for privacy, staff encouraged this space, knocked on doors only when necessary and waited for permission to enter.

# Is the service responsive?

## Our findings

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

This is the first inspection for this newly registered service. This key question has been rated outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- People led very meaningful lives because the registered manager and staff had an exceptionally positive impact on their progress. They evidenced this through highly extensive assessment and evaluation of each person's achievements. Care was focused on trying to understand their needs through their eyes and those of their family members. The remarkable approach included an honest reflection on all helpful and unhelpful techniques used to support people. This assisted team learning to adapt and optimise the individual's independence. A relative said, "They have been incredible at working in such a detailed way. I'm amazed at how much they talk with me, trying different things that might seem small but to my [relative] they are a game changer."
- One person transitioned safely and smoothly from child to adult services because of the registered manager's comprehensive, painstaking approach. They worked with a range of multi-disciplinary professionals, including those from the person's previous service, to set up workshops and consultations. The individual settled more quickly and built profound relationships because this process assisted staff to better understand them. A relative stated, "Every day they try something new, discussing it with me and sharing those moments when they've made a difference." The patient, meticulous approach helped the person feel less isolated, engage more and be tolerant of others. This gave them many other opportunities, such as celebrating community events and going to a disco regularly.
- People had highly advanced care plans and were consistently involved in the constant review of support provided. They had a sense of achievement and ownership of their care. A relative told us, "They really get person-centred care and are outstanding." Each person, staff, the management team, relatives and professionals all contributed to the person's care review. People were able to recognise, through pictorial aids, photographs and signing, how even the smallest interaction improved their quality of life. Their care was tailored to their personality, life history and preferences because of the adaptive approach of staff. A staff member commented, "The minute I stop supporting that person in the way they want to, is the minute they lose control and independence. How can I forgive myself knowing I did that?"
- The registered manager established a social media platform called Seesaw, which was only accessible by staff, people and their relatives. The programme enabled people to upload photographs and social stories giving staff better insights into their thinking and general progress. It also offered an essential link for relatives to connect with their family member and understand and comment on their development. A relative explained, "It's brilliant because staff gain an ever-increasing knowledge about how to engage with [my family member]. It's also fantastic to see how she's improving all the time and for me to share in that."
- Staff spoke positively about their experiences of working at Greenacres. One employee said, "It's highly rewarding looking after the young persons. Working with the same group of staff helps them to understand

who I am and start developing a trusting, supportive connection."

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

- Each person had an activity programme that was highly tailored to their interests and preferences. Relatives confirmed staff optimised people's mental health and wellbeing by having an in-depth understanding of the individual, their hobbies and how they communicated. A relative told us, "Greenacres is brilliant at activities; there are things going on all day, every day."
- Examples of outstanding, stimulating activities included one person who was able to express their interest in rock climbing. Staff supported the person to access a class specifically for people with a learning disability, which they attended weekly. Another person expressed interest in trampolining, so the provider purchased a giant trampoline and installed it safely in the garden. Other regular, bespoke activities included swimming, cooking, sailing and movie nights. The focus was on commending people's accomplishments. A relative said, "The way they celebrate achievement is wonderful. [My relative] has a life and he thoroughly enjoys each day."
- People were able to maximise their social and life skills at every opportunity, such as staff having their meals and engaging with each individual. Consequently, they enhanced their ability to interact in meaningful conversation and activities, resulting in happy moments and quality life experiences. A relative stated, "All the staff, without exception, are gorgeous. [My relative] is so important to him that they go above and beyond to try and make every moment a happy one." Additionally, people had a more realistic shopping experience at a 'tuck shop' built in the grounds of Greenacres. Another relative described this as "brilliant because it is helping my [family member] to manage finances and shopping more independently."
- Social development was geared towards understanding each person on an extremely personal basis. A staff member stated, "We constantly think out of the box to discover what will really help, working with people to become ever more independent."

Meeting people's communication needs

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

- The management team worked closely with relatives and Speech and Language Therapists to gain detailed insight into how people responded, interacted and connected. Each person had a highly informative communication profile that looked at every aspect of how they engaged in any circumstances. For example, staff documented one individual's different expressions and language used to understand how this indicated their mood and behaviours. The plan then offered staff multiple ways to adapt and support people through difficult situations. A relative explained, "They talk to me at great length to develop a real appreciation of who [my relative] is and how to communicate absolutely everything."
- Tools used included visual timers counting down the time to activities; using gestures, images and symbols; applying simple language or key words; repeating rather than rephrasing. A staff member stated, "We understand how our interactions are key. We note the minutest change and discuss as a team to develop that." This optimised people's inclusion and decision-making, helping them to recognise and engage with staff and reduce their distress and anxiety. A relative said, "The most outstanding thing is their communication. We all work together to find precise ways of interacting with [my relative]. They are responsive, adapting to changes. It's amazing."

Improving care quality in response to complaints or concerns

- People understood how they could raise a complaint because the registered manager provided details in

different formats, such as pictorial. Without exception, relatives told us they had no concerns. We looked at the only complaint they received since operating. The management team had worked inclusively with the person, their relatives and professionals involved to resolve the situation.

#### End of life care and support

- The provider did not provide end of life care as part of their regulated activity. Staff had detailed information about supporting people in urgent situations. One staff member told us, "The one-page profile in bedrooms is a really useful reminder for when I forget things or if there's an emergency."

# 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.

This is the first inspection for this newly registered service. This key question has been rated good. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

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

- People were empowered to fully express themselves because the registered manager created a calm and relaxed atmosphere. Without exception, everyone told us the management team was supportive, approachable and had strong leadership skills. A staff member said, "[The management team] are great, I love working with them and I'm in awe of the depth of their knowledge."
- Relatives were highly complimentary about the registered manager. One family member told us, "Throughout the past few years with different services and staff, I would not hesitate to say [the registered manager] is the best manager I have ever worked with. She really cares" They described positive experiences of living at Greenacres and felt comfortable about raising concerns if they had any.

Working in partnership with others; How the provider understands and acts on the duty of candour, which is their legal responsibility to be open and honest with people when something goes wrong; Continuous learning and improving care

- Each person had enhanced care plans because the management team were keen to engage with healthcare professionals. They and staff worked closely with partner agencies in the holistic continuity of people's care. One professional commented, "We have regular [multi-disciplinary team meetings] and the [registered manager] addresses any issues promptly."
- People's care was optimised by staff working closely as a team to develop strong bonds with each other. A staff member said, "We talk as a team all day. What I really like is [new staff members'] fresh eyes can be really helpful in doing something different or better." They talked about how this developed their job satisfaction and enjoyment of supporting people. Another employee added, "It's highly rewarding-looking after the young persons."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements; Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- The registered manager completed multiple assessments to maintain staff, people and visitors' wellbeing. They addressed identified issues and followed this up with staff discussions and engagement with relatives. They updated policies and quality assurance systems to reflect the latest guidance about COVID-19.
- The management team sought feedback from staff, people, relatives and visiting professionals. Relatives said they were fully involved in care and felt their opinions mattered. One relative told us, "[The registered manager is] highly experienced and I can see the staff really respect her, as do I."

