

Butterfields Home Services Limited

# Butterfields Community

## Care

### Inspection report

Unit 41A  
Foxmoor Business Park, Foxmoor Business Park Road  
Wellington  
TA21 9RF

Tel: 018323211112

Date of inspection visit:  
11 March 2022

Date of publication:  
06 May 2022

### Ratings

Overall rating for this service

Outstanding 

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?

Outstanding 

# Summary of findings

## Overall summary

### About the service

Butterfields Community Care is a domiciliary care agency, which specialises in providing end of life care services for people in their own homes across Somerset. At the time of our inspection the service was supporting 54 people.

People are referred to Butterfields Community Care by Somerset Continuing Health Care (CHC) team following an assessment of their end of life needs. The service provides multiple day time visits and night sitting services, according to people's changing needs.

CQC only inspects where people receive personal care. This is help with tasks related to personal hygiene and eating. Where they do, we also consider any wider social care provided. All those currently using the service were receiving support with personal care.

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

The service was distinctive and innovative as it provided specialist end of life care to people living at home, who wanted to remain at home. People could be confident that at the end of their lives they would receive high quality compassionate care from skilled staff.

The service was planned and provided care in a way that met the needs of local people and the communities served. Commissioners of this service told us, "Butterfields have provided day and night care for our patients under the NHS Continuing Healthcare fast track funding for quite a while now. The agency has made some vast improvements and are dedicated to caring for end of life patients in Somerset. I truly believe that without the services of Butterfields there would be a significant unmet need for end of life care across Somerset".

Care and support were tailored around people's individual needs and preferences. People described an end of life service which was adaptable and flexible.

Feedback about this service was unanimously positive. The care and support provided to people and their families often exceeded expectations. Everyone we spoke with described staff as exceptionally kind, caring and very compassionate.

People were valued and as a result they felt very well cared for. Comments from relatives included, "I would like to express my sincere and grateful thanks to the Butterfield carers; their kindness and dedication to caring was absolutely wonderful" and "You could tell they really cared it wasn't just a job to them".

Staff felt equally respected and valued by the directors and senior management team. The provider was passionate about ensuring that they suitably rewarded staff employed at the service for their continuous contribution. All responses from staff were positive about their working environment. Staff displayed a high

level of commitment and motivation for their role. All staff responding with feedback told us how much they loved their job and that it was a privilege to provide care at such an important time for people.

The provider promoted a positive culture that was person-centred, open, and inclusive. They had a clear vision for the service to make people's experience of end of life care the best it could possibly be. It was clear staff also shared that vision.

The service worked in partnership with health and social care commissioners to develop services in response to the changing needs of local people. One professional said, "Butterfields are the most proactive agency I know".

People were protected from the risk of abuse because the provider was committed to ensuring people felt safe when receiving the service. The registered manager and staff team were very responsive to changing situations, especially where a person had been identified as being at risk. Risks to people's health, safety and well-being were assessed, and measures were in place to reduce the risks.

The provider minimised risks to people by making sure only suitable staff were employed. Staff were deployed effectively to ensure people received the care and support they required.

People were safely supported with their medicines. Staff received training in medication administration and competency assessments were completed to ensure practice was safe.

The provider had arrangements to ensure people were protected by the prevention and control of infection. Infection prevention and control policies kept people safe and staff had received training in infection prevention and control.

People's needs had been assessed and documented. People received effective care and support from staff who had the skills and knowledge to meet their needs as staff received the necessary training to be able to work safely and effectively. Staff worked closely with social and healthcare professionals as well as other organisations to ensure people received a coordinated service.

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.

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 - The last rating for the service at the previous premises was Good, published on 01 December 2020.

Why we inspected - This was a planned inspection. However, prior to the inspection we received concerns from ex staff members about their working conditions. We were not able to substantiate these concerns during this inspection. The feedback from all staff during this inspection was exceptionally positive.

Follow up

We will continue to monitor information we receive about the service, which will help inform when we next inspect.

## 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 was safe.

Details are in our safe findings below.

Good ●

### Is the service effective?

The service was effective.

Details are in our effective findings below.

Good ●

### Is the service caring?

The service was exceptionally caring.

Details are in our caring findings below.

Good ●

### Is the service responsive?

The service was exceptionally responsive.

Details are in our responsive findings below.

Outstanding ☆

### Is the service well-led?

The service was exceptionally well-led.

Details are in our well-Led findings below.

Outstanding ☆

# Butterfields Community Care

## **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 Health and Social Care Act 2008.

#### Inspection team

The inspection was undertaken by two inspectors.

#### Service and service type

This service is a domiciliary care agency. It provides personal care to people living in their own homes.

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

We gave the service 36 hours' notice of the inspection visit because we wanted to make sure the registered manager would be in the office to support the inspection.

Inspection activity started on 11 March 2022 and ended on 22 March 2022. We visited the location's office on 11 March 2022.

#### What we did before the inspection

We reviewed information we had received about the service since the last inspection. This included a review of notifications relating to safeguarding concerns or other incidents affecting the safety and wellbeing of people. We also reviewed the feedback on the home care providers' website. We sent the provider an

inspection poster with our contact details to circulate to people, relatives and staff to seek their feedback. We requested a range of information from provider about the ongoing monitoring of safety and quality. We obtained feedback from the local authority. We used all this information to plan our inspection.

The provider was not asked to complete a Provider Information Return (PIR) prior to this inspection. A PIR is information providers send us to give some key information about the service, what the service does well and improvements they plan to make.

During the inspection-

Due to the nature of the service provided, we did not receive direct feedback from people using the service.

However, we received feedback from 11 relatives who shared their experience of the service provided.

During the site visit we spoke with the registered manager, care manager and other office staff. We reviewed the care and support records of five people. We reviewed a range of other records, including medication records, two staff files in relation to recruitment and staff supervision, and a variety of records relating to the management of the service, including policies and procedures.

After the inspection –

We continued to seek clarification from the provider to validate evidence found. We looked at training data and quality assurance records. We received feedback from 26 staff members, including feedback from two ex-members of staff. We requested feedback from seven health and social care professionals and received feedback from four.

# Is the service safe?

## Our findings

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

At the last inspection this key question was rated as Good. At this inspection this key question has remained the same. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse

- People were protected from the risk of abuse because the provider was committed to ensuring people felt safe when receiving the service.
- People's relatives told us the service was safe. Comments included, "Yes definitely safe. They (staff) knew their job; they were very skilled"; "Absolutely safe. They are experienced and well trained" and "Yes. Safety is key. We have full confidence in them".
- Staff received training about safeguarding issues to ensure they understood their roles in recognising and responding to abuse and neglect.
- Where concerns about suspected abuse were raised, the registered manager reported them to the local authority safeguarding team and CQC. They worked in partnership with other agencies to develop support plans to minimise risks of abuse.
- One safeguarding professional told us the registered manager and staff were very responsive and told us about two situations where immediate action was required. They said, "In both situations the registered manager and the team exceeded our expectations to assist us in ensuring that care arrangements were made safe and used their positive relationship with people and their families to resolve concerns."

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

- Risks to people's health, safety and well-being were assessed, and measures were in place to reduce the risks. Care plans contained explanations of the control measures for staff to follow to keep people safe. For example, to reduce the risk of falls; skin damage and to guide staff with the use of equipment. Staff received training to ensure they knew how to move and assist people safely.
- Environmental risk assessments and checks were completed for people's homes. This was to ensure people's safety and that of staff when care was being delivered.
- The provider had contingency plans in place to cover events that may affected the safe running of the service. For example, unanticipated staff shortages or adverse weather. The service had a four by four vehicle to ensure staff would be able to reach people during severe winter weather.
- The provider had reporting arrangements in place to monitor any accidents or incidents. No accidents or incidents involving people using the service had been reported since the last inspection.

Staffing and recruitment

- The provider minimised risks to people by making sure only suitable staff were employed. For example, undertaking pre-employment checks such as criminal record checks and seeking references from previous employers. One staff member said, "The joining process was very professional and prompt".
- Staff were deployed effectively to ensure people received the care and support they required. Staff

confirmed they had enough time to deliver people's preferred care and they had sufficient time to travel between visits.

- People described a very reliable service. People confirmed that no scheduled visits had been missed and that visits were not rushed. Comments included, "Visits do not feel rushed. They do whatever (person) needs" and "No. They never rush. They are very thorough, and they always ask if there is anything else they can do".
- Due to the nature of the service, and the unpredictability of events, there were no specific times set for each visit. This was because staff stayed as long as needed with each person. Where specific times were required, the registered manager worked to ensure these were met where possible.
- Care staff worked in small geographically based teams, supported by a supervisor. This meant people had good continuity of care and helped staff to develop a relationship with people.
- Feedback from relatives and professionals about the staff team was positive. Comments included, "Palliative care is a specialised job carried out by very special people and it is obvious that much care is taken by the directors and managers when recruiting staff"; "Having the back up from Butterfields is so reassuring" and "I can't give them enough praise".
- The senior management team provided a 24 hour on call service to ensure staff were supported and people could contact them in an emergency. Staff confirmed the support provided. One said, "I can honestly say, hand on heart that I've enjoyed every working day at Butterfields. It's an open-door policy. Whenever we need them, day or night, someone will always be there for us". Other comments included, "The support we receive from absolutely everybody is incredible. Our management team goes above and beyond for us all" and "The most impressive action for me is the quick response from any queries or concerns I have. I will call my hub manager, or out of hours manager depending on the time, and any problem is dealt with immediately".

#### Using medicines safely

- People were safely supported with their medicines. Staff received training in medication administration and competency assessments were completed to ensure practice was safe.
- The provider used an electronic care plan and monitoring system which staff accessed from a smart phone. If people required support with medicines this was listed as a task which had to be completed. If medicines were not signed as administered an alert went directly to office staff, and this was then followed up immediately. The system ensured any omissions or errors were identified and quickly addressed.
- Where errors had been made, we saw evidence that professional discussions had taken place with staff involved to ensure learning from the incident.

#### Preventing and controlling infection

- The provider had arrangements to ensure people were protected by the prevention and control of infection. Infection prevention and control policies kept people safe and staff had received training in infection prevention and control.
- Staff had access to personal protective equipment (PPE), and they told us they were well supported and felt safe with the precautions in place. People told us always wore the correct PPE. Comments included, "They are using PPE at all times. We feel very safe" and "They have their gear; gloves masks etc. They are very careful with all of that".
- Regular checks of staff practice were carried out by senior staff in people's homes. As part of these assessments, checks were made to ensure staff followed the agency's infection control policy and procedures.
- Staff COVID-19 testing was carried out in accordance with current guidance.

# 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.

At our last inspection we rated this key question good. At this inspection the rating for this key question has remained the same. This meant people's outcomes were consistently good, and people's feedback confirmed this.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- Most referrals to the service came via continuing healthcare (CHC) fast track funding due to the nature of people's conditions. One CHC professional told us, "The agency has made some vast improvements and are dedicated to caring for end of life patients in Somerset".
- People's needs had been assessed and documented. Wherever possible, people were involved in their care planning and staff ensured their choices were respected.
- Care managers and supervisors undertook initial assessments of people's care needs and met with them and their families to discuss the service. Personalised care plans were in place which enabled staff to deliver support specific to the person

Staff support: induction, training, skills and experience

- People received effective care and support from staff who had the skills and knowledge to meet their needs as staff received the necessary training to be able to work safely and effectively. Feedback from relatives included, "Their (staff's) attention to detail was exceptional, they didn't rush the care they gave...it was done calmly and gently" and "I can't praise Butterfields highly enough. Every carer has been excellent in every way. Completely professional".
- Staff completed a variety of core training, which included topics to ensure staff worked safely such as moving and handling; health and safety and infection control. They also completed training related to people's needs and conditions. Data given to us by the provider showed overall 91% of staff had completed all expected training. The registered manager monitored training and alerted staff when they needed an update.
- New staff were recruited with at least one year's experience of care. All new staff completed a five-day induction course, which included face to face and practical training as well as completing online learning sessions. Staff then worked alongside experienced staff until they felt confident.
- 26 staff contacted us to share their experience of the service and described the training and support in place for them. Comments included, "I instantly felt part of the team. The welcome and training is second to none"; "I feel extremely valued as an employee. During my employment I have gained a lot of experience and knowledge in end of life care. Regular staff training is extremely informative and helps me to continue to carry out safe, effective and person-centred care" and "Since the day I have started I have felt valued and apart of the team. Each person within the office has guided me through, allowing me to get to know Butterfields and how high they set their standards".
- Staff competency and compliance assessments were completely every three or four months. This enabled staff to discuss any issue they may have, including training needs, and to receive feedback about their

performance. One staff member said, "I have seen through training, supervisions and competency checks that Butterfields really do push to ensure staff give the highest quality of care".

- Staff received regular supervision which included feedback about their performance and enabled them to discuss any concerns, training and development. One staff member said, "Regular monitoring and supervisions are extremely useful for me to know I am doing a great job. I'm not left out in the community to get on with it or made to feel alone. I feel so proud to be part of such an amazing team wanting the best for each other and everyone we support".

Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live healthier lives, access healthcare services and support

- The registered manager and staff provided appropriate support to meet people's healthcare needs. People's physical and mental healthcare needs as well as their emotional support needs were documented, which helped staff recognise any signs of deteriorating health.
- Staff worked closely with social and healthcare professionals as well as other organisations to ensure people received a coordinated service.
- Professionals confirmed communication with the senior management team was good and that the service was flexible and reliable to meet people's health care needs.

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

- People needed different levels of support with maintaining a balanced diet and their dietary requirements and preferences were identified in their care plans. For example, one person required a special diet recommended by a speech and language therapist. The texture of food was described clearly along with the support the person required. This meant staff knew how to prepare food in a way people liked and needed, which supported them to eat well.

Ensuring consent to care and treatment in line with law and guidance

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 MCA 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.

When people receive care and treatment in their own homes an application must be made to the Court of Protection for them to authorise people to be deprived of their liberty.

We checked whether the service was working within the principles of the MCA.

- At the time of the inspection, none of the people supported by the service had a Court of Protection Order in place.
- People's capacity to make decisions was considered during the assessment process. Where people lacked capacity, details of their lasting power of attorney were recorded and they were involved in planning the care and support and when making best interest decisions.
- Staff received training to help them understand how to work within the principles of the Act. Records showed staff sought consent from people prior to delivering care and support.

# 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.

At our last inspection we rated this key question good. At this inspection this key question has remained the same. 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

- The service had a very strong person-centred culture. Feedback about this service was unanimously positive. Everyone we spoke with described staff as exceptionally kind, caring and very compassionate. A professional told us, "We get really good feedback about staff's attitude and approach".
- People were valued and as a result they felt very well cared for. People received care from caring, compassionate and highly motivated staff who were proud to work for the service. Staff demonstrated empathy for people they worked with and nothing was too much trouble, whether that be changing call times, staying over the allocated time or completing additional tasks. Comments from relatives included, "I would like to express my sincere and grateful thanks to the Butterfield carers; their kindness and dedication to caring was absolutely wonderful. They are a credit to their profession and Butterfields"; "They (staff) were brilliant. We were hesitant having carers and resisted initially... But once they came and got us into a routine it was a joy to have them here. Staff were delightful; really superb. They loved (person) enormously you could tell, and that was a real help" and "All staff were lovely, they took such good care of my loved one. You could tell they really cared it wasn't just a job to them".
- Staff demonstrated genuine empathy and an understanding of both the person's and their relative's situation. Staff understood the emotional and social impact that a person's care, treatment or condition had on their wellbeing and on those close to them. Staff gave people and those close to them help, emotional support and advice when they needed it. One relative said, "The carers attending to (the person) were able to guide me to the right people to get the medication and treatment (person) required".
- The service was sensitive to people's changing needs, and they adapted the support accordingly. Other comments from relatives, including those from the homecare website, included, "I can't speak highly enough of (staff) who looked after our loved one in the final days of their life. They were courteous and so gentle and caring to both (person) and ourselves. Their level of attention was exemplary" and "I can't praise Butterfields highly enough. Every carer has been excellent in every way. Completely professional and simply lovely to both of us. They offer support and advice and are prepared to spend valuable time with me and my family members. They have made a harrowing situation more bearable".
- Staff displayed a high level of commitment and motivation for their role. All staff responding with feedback told us how much they loved their job and that it was a privilege to provide care at such an important time for people. They told us, "In the 32 years I have been working in the care industry, I have never know clients cared for as well as they are with Butterfields" and "Every care visit you are encouraged to go the extra mile in providing emotional, physical, spiritual, psychological and personal care".
- The care and support provided to people and their families often exceeded expectations. For example, one relative told us that their loved one's funeral was "a sea of pink" (the uniform worn by staff) as so many

staff came to pay their last respects. The person added, "I was very touched by that; so delighted to see them all. They have been in touch since the funeral to check on me, see how I am doing. It is a very caring service and I miss the interactions with the staff". Another person told us, "Mention must also be given to the way in which the staff conducted themselves and their duties at the time of my loved ones passing, plus the support and sympathy shown by them and staff members at the Hub office. The care was absolutely outstanding".

- Staff felt equally respected and valued by the directors and senior management team. All responses from staff were positive about their working environment. We heard how the provider had sponsored one member of staff to successfully complete an intense driving course and test as they were struggling to get access to lessons and tests during lockdown. We heard of occasions where staff had experienced significant personal difficulties during the lockdowns and the directors had provided financial support to relieve some of the stress and anxiety.

Supporting people to express their views and be involved in making decisions about their care

- Staff had a good understanding of protecting and respecting people's human rights. People's needs and wishes led the care and support provided by the service. The service supported people in their decision to be cared for at home at the end of their life.

- Relatives told us how important this was. Comments included, "They made things so much easier for us in those last few days, I don't know how we would have coped without them, I can't praise them enough. Without their help I don't know if it would have been possible for (my loved one) to be at home in their last days" and "I was very impressed by the way they all treated and inter-acted with (my loved one), especially as (my loved one) was in a distressed and confused state. They ensured that they were made comfortable in all respects...It was their wish to be cared for at home and we were determined to do that. I am very grateful to all the care staff from Butterfields who contributed greatly to fulfilling this wish to be in their own surroundings".

- Professionals confirmed that Butterfields Community Care provided a valuable service which supported people in Somerset to fulfil their wish to remain at home at the end of their life. One commented, "Having the back up from Butterfields is so reassuring. The managers were quickly able to increase visits for one person. This additional care helped (person) to stay at home which is what they want".

Respecting and promoting people's privacy, dignity and independence

- Care and support were tailored around people's individual needs and preferences. Staff took time to interact with people and those close to them in a respectful and considerate way, ensuring care was delivered with skill and sensitivity. One relative commented, "The care and support (name of person) received in their final weeks was outstanding. Nothing was too much trouble and we never felt rushed. All (staff) showed compassion, respect and understanding". Another said, "They (staff) were courteous and so gentle and caring... Their level of attention was exemplary". Another relative reported, "The visits from staff never felt intrusive. They were always mindful and considerate. It was always reassuring to have them with us".

- Staff respected and promoted people's independence. One relative said, "It has been very good; very helpful for me. They don't take over but are there and offer help and advice. I really can't fault them or speak highly enough of the staff coming to us".

- Where necessary, managers were able to quickly access equipment to promote people's independence. A relative told us, "A manager visited to observed staff and recognised we were struggling with some equipment. They discussed this with us and within two days new equipment was delivered to help mobilise (person) safely. That type of support was incredible".

## Is the service responsive?

### Our findings

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

At our last inspection we rated this key question good. At this inspection the rating has changed to outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

#### End of life care and support

- The service was distinctive and innovative as it provided specialist end of life care to people living at home, who wanted to remain at home. People could be confident that at the end of their lives they would receive high quality compassionate care from skilled staff.
- The service was planned and provided care in a way that met the needs of local people and the communities served. Commissioners of this service told us, "Butterfields have provided day and night care for our patients under the NHS Continuing Healthcare fast track funding for quite a while now. The agency has made some vast improvements and are dedicated to caring for end of life patients in Somerset. I truly believe that without the services of Butterfields there would be a significant unmet need for end of life care across Somerset". Another professional working closely with the service said, "I have worked with Butterfields a lot over the last few years. Often with very complex patients. They always go over and above and are very diligent. Staff are always professional and approachable".
- Care and support were tailored around people's individual needs and preferences. People described an end of life service which was adaptable and flexible. One person shared how staff had stayed well over their visit time as their loved one's condition deteriorated. They added, "They were so kind and reassuring for me. They just couldn't do enough". Another person commented, "They were adaptable and considerate, and we particularly appreciated that they were contactable 24/7 to deal with crises, of which there were unfortunately a few. They also added extra staff without issue when it was found that one care worker was insufficient. Full marks to Butterfields staff for team-working and generally being there for my (loved one)".
- Professionals consistently described a responsive service. One professional reported, "The agency goes out of their way to support patients and will send out extra visits if a patient is vulnerable".
- We noted examples of how the service went the extra mile to support people. During a recent storm, which knocked out the electricity supply to some people, the registered manager worked with the electricity supplier to obtain a generator. The registered manager delivered the generator to person's house to ensure essential medical equipment could still be used. This prevented an admission to hospital for this person. Their relative expressed their gratitude and told us, "(The registered manager) was fantastic during power cut; really above and beyond as no-one else could help us...it was brilliant help and meant (person) could stay at home".
- During the pandemic, the service was approached by commissioners with the view to supporting people with palliative care needs who also had COVID. The registered manager and management team set up a specific COVID response team that solely worked with people who had tested positive.
- As a result of this, the provider was contacted to see if they could support local residential care homes that had COVID positive residents who needed a high level of care and support. Butterfields Community Care successfully supported a number of care homes during this time. A commissioning professional told us,

"Butterfields are the most proactive agency I know. They see a gap and look for ways that they can support us in filling that gap, always with honest and open communication".

- People received highly personalised end of life care due to the commitment and willingness of the registered manager and staff team to change and adapt the support required to meet people's needs. An end of life health professional told us, "There have been several incidents when (the registered manager) has attended difficult situations, such as safeguarding or carer breakdown, to not only support the team, but also family members, at all hours of the night and day". Another professional told us, "The Butterfields team have continued to visit patients under very difficult circumstances long after other agencies would have said they could no longer manage. The registered manager and the office staff/supervisors are always willing to try and find a resolution".
- The registered manager and staff team were very responsive to changing situations, especially where a person had been identified as being at risk. The safeguarding team described how the service went above and beyond when responding to safeguarding situations. This included arranging additional care and support hours at very short notice and on occasion escorting people to a place of safety.
- Staff had the knowledge and skills to provide the necessary care and support to people and their families and demonstrated an affinity for providing care at the very end of people's life. Staff told us, "No client is thought of as a number. Each client that passes will be spoken about by the team and the support that the leadership team give when a client passes is unbelievable" and "I feel very proud and privileged to represent Butterfields and enjoy my job immensely". These comments were echoed by all staff who contacted us as part of this inspection.

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

- People experienced an exceptionally responsive service that was tailored to their individual needs and wishes. Relatives and professionals described an exceptional service, which was highly effective and, responsive. Comments included, "All the girls that attended my (loved one) made them feel at ease with their care kindness and consideration. Their attentiveness to medication and personal hygiene was first class and indeed it is partly due to their professionalism that my loved one lasted 8 months not 8 weeks" and "They do a brilliant job as a specialist palliative care service. They ensure (person) is comfy and safe and that is a God send to me. They are all very decent staff; all very kind and considerate and we couldn't ask for more really."
- Health professionals praised the service for their ability to adapt to the situation and quickly respond to people's changing needs. One said, "It is one of the best services we work with. A trusted partner". Another said, "Having the back up from Butterfields is so reassuring".
- The provider used an electronic care record system. Each person had an individualised care plan with detailed information for staff on supporting people. Care plans included information on people's care needs and preferences and how they wanted to receive their care. Staff comments included, "All client information is accessible on the apps and this helps with keeping up to date with everything going on" and "The communication between the team is very good" and "Communication is always timely and effective".
- Relatives told us they felt fully involved in the delivery of the service. They said staff enabled their loved ones to make decisions and have choices around their day to day care. One relative explained, "I was fully involved. We were so fortunate to have had this service; every aspect of the service was outstanding". Other comments included, "Their (staff's) attention to detail was exceptional, they didn't rush the care they gave...it was done calmly and gently. Staff were fantastic" and "Butterfields were nothing short of amazing in how they cared for my (loved one) in their final weeks. They were so supportive of our family, cannot fault them at all".
- Staff quickly got to know people and their families and established an excellent rapport with them. One

relative said, "Staff are very kind. They humour (person) and have a laugh and a joke...I can't fault them". Other comments included, "The support we have had as family has been amazing during a very difficult time. Staff had time for us too" and "We felt we were in very safe hands".

- Relatives spoke of how the service had improved their lives and those of their loved ones, enabling them to continue to care for their family at home, which was their preference. Comments included, "I can rest when they are here. That is such a help to me" and "These wonderful carers...provide the most tender and often intimate care for their terminally ill patients. This is often in the most distressing atmosphere. Theirs is a vocation, definitely not just a job".

#### Meeting people's communication needs

Since 2016 all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard. The Accessible Information Standard tells organisations what they have to do to help ensure people with a disability or sensory loss, and in some circumstances, their carers, get information in a way they can understand it. It also says that people should get the support they need in relation to communication.

- Care records included information about people's individual communication needs. For example, any sight or hearing loss and speech difficulties and how staff could support the person to communicate their needs and wishes. Where family members made suggestions to improve communication, this was included in the care records. For example, it was identified that one person needed more time to consider choices and make a response, and staff were aware of this.
- One person used sign language. To promote communication, a member of staff was shown some simple sign language to use when supporting the person to ensure good communication with the person.
- Information about the service was available and could be provided in different formats where required.

#### Improving care quality in response to complaints or concerns

- A complaints system was in place and people were aware of how to raise any concerns or complaints about the service. People said when they had shared concerns or made suggestions, these were listened to. Any issues were resolved quickly.
- The service had received two formal complaints since the last inspection, both had been resolved to the person's satisfaction.
- A professional reported to us, "We get very few complaints about the carers or office staff at Butterfields. If there is a complaint it is dealt with swiftly and appropriately always with the patients' safety and comfort in mind".

# 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 our last inspection we rated this key question good. At this inspection the rating has improved to outstanding. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people; Working in partnership with others

- The provider promoted a positive culture that was person-centred, open, and inclusive. They had a clear vision for the service to make people's experience of end of life care the best it could possibly be. It was clear staff also shared that vision.
- We heard the service was designed around the needs of people receiving care and support. This resulted in people's expectations of the service being consistently exceeded.
- Relatives and professionals spoke about the exceptional quality of care provided by staff, as seen throughout this report. People praised the responsiveness of the service, and some in particular appreciated the out of hours service. They told us there was always someone available to speak with and to offer help or advice in an emergency.
- Comments from relatives included, "My family and I will be eternally grateful for the selfless service provided by these so professional and caring people" and "I can't praise Butterfields highly enough. Every carer has been excellent in every way. Completely professional and simply lovely". We heard that staff's positive input provided people and their relatives with additional time to enjoy together.
- All those contacted and those commenting on the home care website, confirmed they would recommend this service to others. Comments included, "I would highly recommend this care agency and cannot thank them enough for all they have done for my family" and "It is a well-run outfit. As a company they are first rate. I would recommend Butterfields without a doubt and have done so. They are superb".
- Staff spoke proudly of the way the service operated and how people received positive outcomes when being supported. Comments included, "Out of all the companies I have worked for I would definitely say Butterfields is the best as they make it easy for us to deliver person centred care to those who really need it" and "For our clients, Butterfield's truly do deliver person centred care, in a way I have never seen it delivered before. Like the carers, clients are more than a name on a rota, they, and their families, become part of our family".
- The service worked in partnership with health and social care commissioners to develop services in response to the changing needs of local people. One professional said, "Butterfields are the most proactive agency I know". They shared an example of how the registered manager and staff team supported Somerset in their response to the pandemic. This included providing staff at short notice to support a nursing home that was experiencing a significant outbreak among their residents and staff. We were told, "Support from a team of staff made a significant difference to the safety of the people living in the home".
- Feedback during a contract review from another professional included, "Butterfields are an asset to our process...in keeping our patients at home and facilitating the speedy discharge from Hospital freeing up

bed capacity". The service was a valued and trusted partner in care.

- The registered manager explained they and the team were always looking for ways to support their local community. A number of initiatives had been developed. For example, recognising the hardships some local people were experiencing during the pandemic, the provider set up a foodbank that they committed £4000 per month to stock. They used their resources to shop for food, bag it up and deliver to families in need across Somerset.
- The registered manager explained about another initiative saying, "We wanted to reach out to less fortunate families that may have suffered the effects of the pandemic to ensure that the children still had a chocolatey smile on their faces. So, we ran a Facebook campaign and gave over 200 Easter eggs to children across Somerset. We had 40 Eggs left over so we donated them all to Musgrove park children's ward".
- The provider had recognised that community work could be a lonely and isolating job at times. To improve contact with staff and boost morale, the provider had fitted out a vehicle with an oven, a mobile fridge and two large hot water dispensers so they could deliver hot drinks and snacks to staff. This vehicle went out into the community twice a week for day staff and once a week for night staff. Several staff mentioned how thoughtful this was and appreciated the extra contact and care shown by the provider and managers.
- Comments from staff included, "For the first time in my life, I am in a job where I feel appreciated, supported and respected. In return, I come to work every single day with the goal that I want to do my absolute best" and "I have never worked for a company that value and listen to their staff the way that the management at Butterfields do, they always make time to support their care staff no matter what".
- The provider had a 'Carer of the month' scheme which recognised, re-enforced and rewarded positive staff values, attitudes and behaviours. Each month people and families were invited to give feedback about care staff from whom a monthly winner was chosen. Staff described other fun incentives, and gifts from the Directors including an annual awards night, where staff were celebrated for their hard work.

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements

- The registered manager and senior team had the skills and abilities to run the service. They understood and managed the priorities of the people using the service, as well as the commissioners of the service. They were visible and approachable for people using the service, professionals and staff. A commissioner told us, "The team are very open and reactive to suggestions and problem solving. They are one of the first agencies to offer other options if there is no capacity to cover a requested package of care".
- There was a clear management structure and accountability within the service. An experienced senior management team supported the provider and registered manager.
- We were repeatedly told by relatives and professionals that the service was well-led. All expressed their confidence in the staff team and management of this service. Relatives said, "I have nothing but praise for Butterfields and it's staff for the way in which they conduct their business" and "Very professional agency. From the carers who came to us, to the office staff, they were all excellent". A professional said, "Staff are always professional and approachable. I have never witnessed any care or communication that I have been concerned about".
- There were systems in place to monitor and assess the quality and safety of the service provided. This helped the provider and registered manager to identify and address any shortfalls.
- The registered manager and provider completed a range of audits which included, medicine records, care records and daily reports, and incidents and accidents. Records showed if shortfalls were identified action was taken to prevent a reoccurrence. For example, staff were spoken with if a medicine recording error had been identified.
- The registered manager valued the staff team, and this was reflected in staff's comments to us. Staff felt valued and supported by the management team and their colleagues. They told us they were always treated

fairly. Comments included, "I feel that Butterfields goes a long way to making its employees feel supported and valued and are an excellent company to work for"; "Butterfields not only say thank you, they also reward you with gifts such as wine and chocolate, they also reward you with bonuses" and "It's also the little things, like bringing ice creams out when it's hot weather or bringing hot soup out in the middle of winter".

- Staff told us the management team were mindful of their mental health. One told us, "They give welfare checks and are always there, it doesn't matter if the client only started with us that day or if we have been going there for weeks, the support is still the same, to make sure our mental health is not effected and I feel this is so important".

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

- The provider and senior management team were aware of their responsibilities under the duty of candour and understood the importance of transparency when investigating when something goes wrong.

- Where events had occurred, these were investigated, and apologies given where the service was found to be at fault. Any learning from incidents was shared with staff to reduce the risk of reoccurrence.

- The registered manager also informed the CQC about significant events within their service using the appropriate notifications.

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

- The provider had effective arrangements in place for gathering people's views of the service and those of people acting on their behalf. People had regular opportunities to feedback their experiences. For example, through care reviews, regular phone calls from the senior management team; staff competency and compliance checks and satisfaction surveys.

- Quality monitoring audit results from January and February 2022 showed the vast majority of people responding rated the service as excellent.

- Senior staff completed staff competency and compliance checks, observing staff and speaking with people using the service. These visits enabled staff to receive feedback regarding their working practice, and enabled people to share their experience of the service.

- Results from the staff survey completed in 2022 showed a high level of satisfaction among the staff team. Staff confirmed they had regular contact with their line manager and that senior staff were always available to support them. One staff member said, "You are never alone out here". Another said, "I am continuously supported by my managers and colleagues throughout my shifts. I feel safe and welcomed in my workplace".