

Persona Care and Support Limited

Woodbury Short Stay and Shared Lives Scheme

Inspection report

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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? | Good ● |
| Is the service well-led? | Good ● |

Summary of findings

Overall summary

About the service:

Woodbury Short Stay and Shared Lives Scheme provides a short stay service, which included an emergency bed and a shared lives scheme. At the time of this inspection 4 people were living at Woodbury Short Stay and 27 people were being supported by shared lives carers. Some people who are supported by shared lives carers also used Woodbury Short Stay for respite.

The care service has been developed and designed in line with the values that underpin the Registering the Right Support and other best practice guidance. These values include choice, promotion of independence and inclusion. People with learning disabilities and autism using the service can live as ordinary a life as any citizen.

People's experience of using this service:

People and staff told us that the new registered manager had energy and enthusiasm and along with the new staff teams was responsible for the significant improvements to the service.

People and relatives using the short stay facilities and carers at the shared lives scheme told us they had noticed an improvement since our last inspection and were happier with the service provided.

A person who used the service had significant involvement in making Woodbury Short Stay more wheelchair friendly and in creating the new garden. Plans were also in place to change the layout of the communal area to increase, space, bring in more daylight and better access to fresh air.

People told us they felt safe and well looked after when they used Woodbury Short Stay. They told the registered manager as part of a quality assurance exercise that they did not like to be called customers. They thought guests was better and this term has been adopted.

The approval panel membership had increased which meant the shared lives scheme could respond more quickly when people needed support in an emergency. We were told that this had happened twice and the placements had been well matched and very successful.

People told us that they looked forward to and enjoyed their visits to Woodbury Short Stay. The atmosphere was said to have improved because the staff team were very welcoming and friendly. They enjoyed laughing with each other and we saw relationships in action at this inspection.

People who used the service had access to a private online account. This meant they could see what activities were happening in within the organisation and keep in touch with friends.

People told us there was more to do when they stayed at Woodbury Short Stay such as celebrating events such as the Chinese New Year and preparing for Valentine's Day. The service was decorated with the arts and

crafts they had produced.

People told us there were always staff available to help them at Woodbury Short Stay.

Oversight and record keeping at the Shared Lives Scheme had improved with the service now working in line with placement agreements. This was because permanent staff were now in place to run the service.

The registered manager had appropriate support from the provider to enable them to meet their responsibilities. The service had also sought advice from other local shared lives schemes who supported them to make changes.

The service met the characteristics for a rating of "good" in all the key questions we inspected. Therefore, our overall rating for the service after this inspection was "good".

More information is in the full report.

Rating at last inspection: At the last inspection the service was rated Requires Improvement (August 2017)

Why we inspected: This was a planned inspection based on the rating of the service at the last inspection.

Follow up: We will continue to monitor the service through information we receive and future inspections.

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 caring

Details are in our Caring findings below.

Good ●

Is the service responsive?

The service was responsive

Details are in our Responsive findings below.

Good ●

Is the service well-led?

The service was well-led

Details are in our Well-Led findings below.

Good ●

Woodbury Short Stay and Shared Lives Scheme

Detailed findings

Background to this inspection

The 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.

Inspection team:

The inspection team consisted of one adult social care inspector.

Service and service type:

Woodbury Short Stay is a care home. People who use care homes receive accommodation and nursing or personal care. CQC regulates both the premises and the care provided, and both were looked at during this inspection. Woodbury Shared Lives Scheme is a scheme where people are supported by shared lives carers in the carers homes as part of the carers family.

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 was an announced inspection. This was because this is a small service and we needed to be sure that staff were available to support us with this inspection.

What we did:

Before the inspection we reviewed information, we held about the service including notifications the service was required to send us about things happening in the home and at the shared lives scheme. We also contacted the local authority commissioning and safeguarding teams who raised no concerns with us about

the service.

In addition, the provider completed a Provider Information Return (PIR). Providers are required to send us key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections.

During the inspection of Woodbury Short Stay service, we spoke as a group with three people who used the service, two relatives of people who used the service, the registered manager, senior support worker, a support worker and a visiting social worker. We visited two shared lives carers at their homes and spoke with a senior support worker and support worker for Woodbury Shared Lives Scheme. We also reviewed care and medication records of six people, and quality and maintenance checks. We observed interactions between staff and people using Woodbury Short Stay and at a visit to a carer's home.

Is the service safe?

Our findings

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

People were safe and protected from avoidable harm. Legal requirements were met.

At our last inspection in August 2017, this key question was rated Requires Improvement. We found there were shortfalls in the safety of medicines management and risk assessments for specific health needs did not accurately reflect people's specific health needs.

We asked the provider to complete an action plan to show what they would do and by when to improve the key question safe to at least "good". At this inspection, we found the service had taken some steps to improve the safety of people's care. Therefore, the rating has changed to 'Good'.

Using medicines safely:

At our last inspection we found the service was in breach of the Regulations in relation to medicines management.

- The action plan sent to us by the registered provider had been actioned.
- We asked people who used Woodbury Short Stay if they were given their medicines on time and never ran out. They said that this was always the case and raised no issues with us.
- All staff were trained and authorised to give people their medicines.
- We saw that medication administration records (MAR) had been issued for shared lives carers to use.
- This meant we were satisfied the service was now compliant with the regulations relating to safe management of medicines.

Assessing risk, safety monitoring and management:

At our last inspection we found the service was in breach of the Regulations in relation to risk management. We found the service was in breach of the Regulations in relation to risk management for specific health needs at both Woodbury Short Stay and Shared Lives

- People who used Woodbury Short Stay said that they thought that staff knew what they were doing and were checking hot water temperatures before they had a bath or shower to prevent scalds.
- A person who had stayed at Woodbury had acted as a "guinea pig" during the staff training for moving and handling people by using a hoist. They said that they felt safe during the training and that staff knew what to do.
- The senior support worker for the service was due to attend the three days train the trainers course. This meant that they could train other staff at Woodbury Short Stay in how to use a hoist safely.
- New systems for checking the temperatures of the hot water had been put into place in addition to a contact checking them.
- Staff at Woodbury Short Stay told us that they had received training for PEG feeds from Abbott Nurses and felt confident to carry out the process safely. Staff also had contact with the SALT team to ensure they minimised any risks to choking for those people who had swallowing difficulties.

- □ Shared lives carer told us that they were aware of the risks to the person who lived with them and particularly exploitation by others. They said, "I would never leave [person] with strangers."
- □ People's care records contained risk assessments.
- □ This meant we were satisfied the service was now compliant with the regulations relating to safe management of medicines.

Safeguarding systems and processes:

- □ We asked people who used Woodbury Short Stay if they felt safe. They said, "I really like coming" and "I get excited about coming." Relatives said, "Yes, I have peace of mind" and "Definitely it is like a second home."
- □ Staff said they felt safe and comfortable working at the service. This was because people's visits were planned and prepared for.
- □ Staff knew what action to take if they were concerned that a person was at risk of harm or abuse. They were "100%" confident that the registered manager and their line manager would act if any concerns were raised.

Staffing levels and recruitment:

- □ People who used Woodbury Short Stay said that they liked that staff and relatives confirmed this. They said, "Yes, they look after you", "I couldn't fault the staff" and "They do a wonderful job. Thank you."
- □ We were told that following the last inspection an impact review had been held and this led to a change in the staff team from within the organisation. Staff said that the team worked well together. A staff member said, "There isn't anyone in the staff team that I would not leave a relative with."
- □ We saw that there had been an increase in Woodbury Shared Lives support worker and this arrangement had been made permanent.
- □ The numbers of members of the approval panel for Woodbury Shared Lives had increased. This meant the panel was more flexible in approving shared lives carers particularly in emergency situations.

Preventing and controlling infection:

- □ People who used Woodbury Short Stay and their relatives confirmed they thought the premises was clean and tidy. A relative it is "Perfectly clean."
- □ We looked around the building and confirmed this and no malodours were detected.
- □ People told us they were encouraged to be involved in household tasks where they were able to such as washing and drying up to promote their independence.
- □ Staff confirmed that they followed cleaning schedules and they had access to disposable gloves and aprons.
- □ The registered manager told us that they would walk round the building to check cleanliness and carried out a quality assurance assessment to confirm this had been completed. We saw records to confirm this.

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

People's outcomes were consistently good, and people's feedback confirmed this. Regulations were met.

Staff support: induction, training, skills and experience

At our last inspection in August 2017, this key question was rated Requires Improvement. We found insufficient evidence to show that staff training, supervision and appraisal was up to date.

We asked the provider to complete an action plan to show what they would do and by when to improve the key question safe to at least "Good". At this inspection, we found the service had taken steps to improve evidence to support staff training, supervision and appraisal. Therefore, the rating has changed to 'Good'.

- Records showed that staff and carers at Woodbury Short Stay and Shared Lives Scheme had undertaken the training they needed to support people.
- The registered manager had started to reintroduce value based training back into the service. They were working with a local training provider who also provided training to the Greater Manchester Joint Partnership.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law: Ensuring consent to care and treatment in line with law and guidance:

- A pre-visit check in and out system was in place for people using Woodbury Short Stay. Staff rang the person's relative before they came in for respite to ensure they were appropriately updated on any changes in the needs of the person. Following the visit staff rang to inform and update the relative/carer of the visit, for example, what activities they had been involved in. A full record of the person's visit was maintained.
- People told us a Woodbury Short Stay told us that they were always asked before support was received.

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 with appropriate legal authority. 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, whether any restrictions on people's liberty had been authorised and whether any conditions on such authorisations were being met. We saw information to show that the service works with the local authority DoLS team and notifies them about people who use the service who lack capacity and would not be able to leave the service without support

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

- People who used Woodbury Short Stay said that they liked the food and staff could cook. They told us they could get a drink when they wanted to. They told us that staff knew what they liked to eat and what they did not. Everyone liked chicken and this was a regular on the menu.
- People told us they could have an alternative if they wanted or "Nip out to the supermarket" if they ran short of anything or wanted something else to eat. Staff said that the 'big shop' was done online.
- Where appropriate, food and fluid intake was monitored and recorded.

Supporting people to live healthier lives, access healthcare services and support:

- People who used Woodbury Short Stay for respite had their own doctor, dentist and optician. For those people who used the service due to an emergency, staff made arrangements to register with a local doctor and other healthcare professionals they might need within a week of coming to stay at Woodbury.
- People who live with shared lives carers have their access to healthcare appointments and would be supported by carers to attend.
- A relative of a person who used the service had provided Woodbury Short Stay with a DVD recording of how they dealt with the person's complex seizures. Staff were shown the DVD as part of their induction

Adapting service, design and decoration to meet people's needs:

- At our last inspection we commented that there was no outside space for people to use and the communal area was small.
- Since our last inspection a garden area has been developed into a lovely outside space for people to use during their stay at Woodbury Short Stay. A garden party at which the local mayor was present was held to celebrate it.
- A service user had been very involved in the development of the garden by looking at appropriate surfaces for wheelchair users. The same person had conducted a survey on improving accessibility to the garden and increasing the size of the dining area.
- Since our last inspection Woodbury Short Stay had been made more welcoming. The reception area was decorated in a seasonal theme and people were welcomed by name on the noticeboard. New pictures and soft furnishings had been added to bedrooms and people were encouraged to bring their own items such as soft toys and photographs to personalise their room during their stay.
- The registered manager told us that they were working to improve access to fresh air, space and light and creating a warmer atmosphere using colour.

Staff working with other agencies to provide consistent, effective, timely care.

- One person we spoke with told us about their emergency admission to Woodbury Short Stay. They told us, "It has been amazing here. I was using a wheelchair when I arrived and I am not now thanks to their encouragement." The service was working with social workers to support the person to return home.
- A visiting social worker for a second emergency placement commented about how impressed they were with the staff team for going the extra mile to ensure that the person concerned maintained links with their pet at the kennels.

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

People were supported and treated with dignity and respect; and involved as partners in their care.

Ensuring people are well treated and supported;

- We asked people who used Woodbury Short Stay what was good about coming to stay there. They told us, "Making nice friends and I can help put things right here", [Staff member] makes you feel welcome and comfortable and [staff member] makes a good cup of coffee" and [Staff member] is wonderful and [staff member] is like a best mate. It's the best staff in the world and they can cook."
- Of Woodbury Short Stay relatives said, "It's a happier place now. I used to have my doubts because my [relative] did not want to come. That is not the case now. I trust [the new staff team] and I have peace of mind. It's a gold star from me" and "[Relative] is in a hurry to get here and I know [relative] will be alright."
- Staff said, "I love it. I am getting paid to do this wonderful job with the backing of a great team. I am still learning" and "It is great here now the atmosphere has changed and we have a laugh."
- The matching process was very important for people and shared lives carers and their families. We were given positive examples of the matching process, for example, a gradual introduction to respite shared carers for someone who was highly anxious and were there was a person of the same age and with similar interests.
- People told us they looked forward to coming to stay at Woodbury Short Stay and this was confirmed by relatives and shared lives carers. They said, [Person] loves coming to stay at Woodbury and spends a long time packing to come."
- We saw many thank you cards from people and their relatives. One person commented, "Thank you for letting me stay at Woodbury. You are so lovely and kind."
- Shared lives carers told us about people's interests, for example, listening to music, colouring, playing the guitar and completing jigsaws.
- People who lived with shared lives carers were encouraged to maintain contact with their own families and be involved in the shared lives carers family.
- Since our last inspection the registered provider had carried out a Customer Satisfaction survey. Out of 131 responses 120 people said they thought staff were kind and caring and 87% of respondents rated the service they received as, 'really good'.

Respecting and promoting people's privacy, dignity and independence

- At Woodbury Short Stay people had their own bedrooms and where possible used the same bedroom at each visit. At shared lives placements people had their own bedrooms to access if they wanted privacy.
- We were given an example of a person who went to the local shops independently. People from the local community knew the person well and 'kept a (discreet) eye out' for them when they were out and about.
- A person using the service told us that they still liked to go out independently to meet their friends whilst staying at Woodbury Short Stay. They used their mobile phone to keep in contact with staff and this made

them feel safe and promoted their independence.

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

- People had been asked their views and opinions about Woodbury Short Stay. People told the provider they did not like being called 'customers'. This was changed to 'guests' which people liked.
- One person asked if they could stay at Woodbury Short Stay at the same time as their friend. They spent an enjoyable weekend playing video games together.
- A person using the emergency facilities at Woodbury Short Stay was missing their pet. Staff planned how the person's pet could be accommodated and looked after by their owner without affecting other people who used the service.
- Woodbury Shared Lives had held an event for carers with a buffet to help people and staff get to know one another.
- At a coffee morning held for people who use Woodbury Short Stay people told the service that they would like more varied activities and outings. A file was set up so that people could see ideas for plans and outings and also a Facebook page. The Facebook page showed pictures of people at the Bee hunt in Manchester, at a local transport museum, on trips to the seaside, at music festivals, at karaoke and Christmas parties, the theatre and other events. The service has its own adapted vehicle so that people can be transported to place.
- People also said they would like more music at Woodbury Short Stay. The service had purchased a Google Home device with multiple speakers linked to the internet. Music of people's choice can now be requested and played in all areas of the building. People who were able could join in with speaking to 'Google' making it a fun and interactive activity.

Is the service responsive?

Our findings

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

People's needs were met through good organisation and delivery.

Planning personalised care to meet people's needs, preferences, interests and give them choice and control.

- Records for the people who use Woodbury Short Stay had been redesigned and rewritten to reflect their needs, preferences and interests.
- People's records were positively written and described the person's strengths.
- People had one-page profiles in place which gave a good overview about the person and what was important to them.
- Activities available for people using Woodbury had improved significantly since our last inspection. We saw that the service had been involved in arts and crafts around the Chinese new year and were in the process of preparing gifts for Valentines Day.
- People who used Woodbury Short Stay had raised money for the Poppy Appeal Centenary Fundraising at a recent event.
- We saw information in the Persona Newsletter about a shared lives carer supporting a person every week to places they enjoy visiting such as museums, Blackpool, Salford Quays and watching model boats.
- We saw were people lived as part of the family with shared lives carers they were encouraged to maintain contact with their own family but were also involved in events with the carers family.

The Accessible Information Standard (AIS) was introduced by the government in 2016 to make sure that people with a disability or sensory loss are given information in a way they can understand. We found the provider was meeting this requirement by identifying, recording and sharing the information and communication needs of people who used the service with staff and relatives, where those needs related to a disability, impairment or sensory loss.

- We saw information in care records that made clear how to communicate with people, for example, 'Due to having no sight my hearing is very acute. When talking to me please say my name first then gently touch my hand' and 'I have limited speech and I speak in short sentences. If you ask me to slow down when I speak you may be able to understand me better.'
- A 'Welcome to Woodbury' service user guide had been produced with photographs and pictures.

Improving care quality in response to complaints or concerns

- People knew how to complain. There was a complaints policy and procedure in place which explained the process people could follow if they were unhappy with aspects of their care and set out how complaints were recorded, investigated and responded to.
- There had been one complaint since our last inspection which had been responded to by the registered provider.

End of life care and support

- The service does not provide end of life care.
- A shared lives carer told us that they were aware they were getting older. They told us about the plans that were in place for the person to go to shared lives respite and develop new relationships that would help should there ever be a need to.

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

The service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

At our last inspection in August 2017, this key question was rated Requires Improvement. We found there were shortfalls in the service which were not identified by the providers quality assurance systems.

We asked the provider to complete an action plan to show what they would do and by when to improve the key question safe to at least "Good". At this inspection, we found the service had taken steps to improve evidence to support staff training, supervision and appraisal. Therefore, the rating has changed to 'Good'.

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements. Since our last inspection a registered manager from another area of the registered providers services had taken over the running of the service.

- This registered manager was held in high regard by people who used the service, relatives and staff for the improvements they had made to the service. The registered manager was very visible at Woodbury Short Stay.
- A relative said, "[Registered manager] knows their stuff. They have experience and energy. [Senior support worker] is lovely and obliging." Staff said, "[Registered manager] is brilliant" and "[Registered manager] has a can do approach and I am trying to keep up."
- The shared lives carer support worker said, "I am getting lots of support now, the systems are better and I have links with other shared lives services. We have a strong foundation for growth now and a great new logo which has helped raise our profile."
- The improvements made to the medicines management system had meant that fewer errors were being made by staff. There had been a significant drop in errors in 2018 compared with the previous two years.
- Persona held an annual awards ceremony. A staff member from Woodbury Short Stay and a shared lives care both won awards at the recent Persona Awards ceremony that recognises the contributions made by staff.
- Monitoring systems had been reviewed and streamlined in a logical way to make them easier to use, more efficient and effective.
- The registered manager had access to support from the registered provider to enable them to meet their responsibilities in a timely way, for example, health and safety, maintenance, communications and training team.
- The registered providers compliance manager kept oversight of accidents and incidents, medicines errors, operational concerns and safeguarding issues.

Engaging and involving people using the service, relatives and staff.

- Regular staff meetings were held at Woodbury Short Stay
- Guest and relative feedback from people was obtained following a visit. Recent feedback included, 'Smashing, no problems', '[Relative] loves it here', 'Always a lovely stay', 'Back happy and smiling' and 'Appeared to really enjoy it.'
- Staff had raised concerns about the difficulties they had when checking people into Woodbury Short Stay. A new system was introduced so that information was gathered prior to the person's arrival so staff could spend more time with people settling them in.
- Opportunities for people and their families to tell the service about their needs and preferences were provided through feedback calls made by staff to relatives before and after the person's visit.

Planning and promoting person-centred, high-quality care and support; Continuous learning and improving care; working in partnership with others

- Following our last inspection Woodbury Shared Lives had engaged with two nearby local authority schemes to help advise them about the service.
- The profile of Woodbury Short Stay and Shared Lives Scheme profile had been raised with plans in place for further improvements in the future.