

Eastway Care Limited

Eastway Romford

Inspection report

Units 9/10
Stanton Gate, 49 Mawney Road
Romford
Essex
RM7 7HL

Date of inspection visit:
14 January 2020

Date of publication:
14 February 2020

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

Eastway Romford is a day opportunities service providing holidays in the UK for people with learning disabilities and/or autism, who require personal care. At the time of the inspection, three people had used the holiday service. Not everyone who used the service received personal care. CQC only inspects where people received personal care while on holiday. This is help with tasks related to personal hygiene and eating. Where they do we also consider any wider social care provided.

The service has been developed and designed in line with the principles and values that underpin Registering the Right Support and other best practice guidance. This ensures that people who use the service can live as full a life as possible and achieve the best possible outcomes. The principles reflect the need for people with learning disabilities and/or autism to live meaningful lives that include control, choice, and independence. People using the service receive planned and co-ordinated person-centred support that is appropriate and inclusive for them.

People's experience of using this service and what we found
People who used the holiday service were kept safe and enjoyed themselves.

Staff ensured the holiday was suitably organised to meet all people's needs. Risks associated with people's needs were assessed before they went on holiday to ensure staff understood what action to take. There were procedures to protect people from abuse and staff understood how to report abuse. People's medicines were managed safely by staff during the holiday. Accidents and incidents were reviewed to learn lessons to help prevent them re-occurring. Enough staff accompanied people on the holiday to provide support to people. Staff were recruited appropriately to ensure they were safe and suitable. Staff followed infection control procedures.

Staff received training to provide them with the necessary skills and knowledge. Staff felt supported by the management team. They received regular supervision to monitor their performance.

People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible; the policies and systems in the service supported this practice.

People maintained their health and nutrition with balanced meals. The service worked in collaboration with health care professionals, such as GPs and speech and language therapists to maintain people's health. People were supported to remain independent as much as possible. They were involved in decisions made about their care and they were supported by relatives.

Staff were kind, respectful and caring towards people. Staff understood the importance of promoting equality and diversity. They respected people's privacy and confidential information at all times.

People's communication needs were assessed and staff understood how to communicate with people who

had difficulty speaking. The holiday service helped people to avoid social isolation, meet new people and take part in meaningful activities.

People and relatives knew how to make complaints about the service. There were quality assurance systems to monitor the safety of the service through audits, reviews and obtaining feedback from people and relatives about the holiday experience.

For more details, please see the full report which is on the CQC website at www.cqc.org.uk

Rating at last inspection

The last rating for this service was good (published 13 July 2017).

Why we inspected

This was a planned inspection based on the previous rating.

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?

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 ●

Eastway Romford

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.

Inspection team

The inspection was carried out by one inspector.

Service and service type

This service provides a holiday experience and personal care to people with learning disabilities, some of whom may be non-verbal.

The service had a manager registered with the Care Quality Commission. This means that they are legally responsible for how the service is run and for the quality and safety of the care provided.

Notice of inspection

Our inspection was announced. We gave the provider 24 hours' notice because we wanted to be sure that a member of the management team would be in the office to support with the inspection.

We visited the provider's office on 14 January 2020. The inspection activity started on 14 January 2020 and ended on 14 January 2020.

What we did before the inspection

Before the inspection, we reviewed relevant information that we had about the service including any notifications of safeguarding or incidents affecting the safety and wellbeing of people. A notification is information about important events, which the provider is required to tell us about by law. We also checked the last inspection report, the provider's action plan and requested feedback from social care professionals.

We used the information the provider sent us in the provider information return. This is information

providers are required to send us with key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections.

During the inspection

We spoke with the registered manager, the deputy manager and three staff.

We reviewed documents and records that related to people's care and the management of the service. We reviewed three people's care plans. We also looked at staff recruitment and training records, quality audits, rotas and incident records.

After the inspection

We were unable to speak with people on the telephone, due to their needs but we spoke with two relatives of people using the service for their feedback.

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.

Assessing risk, safety monitoring and management

- Before people went on holiday with staff from the service, risks associated with their support needs, health conditions, mobility, medicines and nutrition were assessed.
- We found there were effective systems in place to minimise these risks which protected people from harm. Staff were provided guidance and actions to take to reduce these risks. For example, one person had epilepsy and was at risk of seizures. A protocol was in place for staff to follow in the event of a seizure and this prevented the person coming to harm.
- Staff were knowledgeable of these risks and one staff member told us, "The risk assessments and support plans are very detailed and help us keep everyone safe when we are on the holiday."

Systems and processes to safeguard people from the risk of abuse

- Relatives told us the service was safe for their family members. One relative said, "Oh, it is very safe. We were always reassured [family member] was doing well and was OK. The staff are excellent."
- There were procedures to protect people from abuse. Staff had received training in safeguarding people from abuse and knew the procedures, including how to report concerns and who to report them to. Staff told us they could identify different types of abuse, such as those of a physical or verbal nature.

Staffing and recruitment

- Staffing arrangements for holidays were planned in advance to ensure there were enough staff available to support people. Three people went on the last holiday and records showed that five staff accompanied them, which the provider had assessed as sufficient. This meant staff were able to cover shifts during the day and night and take breaks. A staff member said, "Each person needs one to one support, so we always bring extra staff. On the last holiday, it worked out really well because one person needs waking night care so the extra staff was needed." Relatives told us there were enough staff on the holiday to support people.
- There were safe recruitment procedures in place to ensure staff that were employed were suitable to provide care and support to people. The provider ensured criminal record checks were carried out for new staff. New staff provided references and proof of their identity.
- Staff submitted application forms which covered their education and employment history. One member of staff's employment history showed a large gap between dates and it was not clear what the reason was for the gap. We discussed this with the registered manager, who told us the reason for it. They said they would ensure application forms would be made clearer in future to account for the reasons staff had long gaps in their employment history. This would help make the recruitment process more thorough.

Using medicines safely

- People were supported to take their medicines when on holiday. A medicine procedure was in place for

staff to follow. Relatives told us they had no concerns about medicines and were assured staff knew how to administer them to people. One relative said, "[Family member's] medicine was given to them every day without fail."

- Staff completed medicine administration records to show that people's prescribed medicines had been given to them. Records showed they were provided their medicines at the required times on each day of the holiday. Checks and audits of records also took place on holiday to ensure medicines were being stored and managed safely in the accommodation.
- Staff had received training in medicine administration and their competency was assessed by the management team. A staff member said, "We counted medicines and checked records everyday and made sure everything was as it should be."

Learning lessons when things go wrong

- There was a procedure for reporting any accidents or incidents that took place during the holiday. We saw that action was taken following incidents to ensure people were safe.
- Incidents were reviewed and analysed to learn lessons so that any re-occurrence could be prevented. For example, following a miscommunication with a relative about a person's prescribed medicines, which led to an incident, the provider ensured procedures were reviewed so that similar errors were avoided in future.

Preventing and controlling infection

- There were suitable procedures to prevent and control infections while staff and people were on holiday.
- Staff told us they washed their hands thoroughly, before and after providing personal care, to help contain the spread of infection. They used personal protective equipment such as disposable gloves and anti-bacterial hand gels when providing personal care to people.

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 the last inspection this key question was rated as good. At this inspection 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

- An assessment of people's needs was carried out to determine if the holiday service was a suitable for them. Assessments of their needs, such as their health conditions and personal care, were undertaken.
- The assessment also took into account any specific preferences the person had, such as their interests, communication and cultural needs. These were set out in people's care plans to ensure care was delivered in line with care standards and guidance.

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 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. 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.

- Records showed people were supported to make decisions in their best interest, where they lacked capacity.
- Systems were in place for people to give their consent for personal care and support to be provided to them. People also consented to going on holiday following meetings to discuss if it was in their best interest to go.
- Staff understood the principles of the MCA and told us they sought consent before providing personal care to people. A staff member said, "I would ask people for their consent before we did anything and let them know what I am doing."

Staff support: induction, training, skills and experience

- Relatives told us staff were professional in their approach and understood people's needs. One relative said, "The staff from what I can see are very professional and well trained."
- Staff received an induction and training for their roles. Training was refreshed regularly to help maintain staff's knowledge and skills. Topics included first aid, medicines, moving and assisting, safeguarding adults, non-abusive physical intervention, epilepsy awareness and PEG (Percutaneous endoscopic gastrostomy) feeding.

- Staff told us the level of training they received was of a good standard. One member of staff said, "I did not have any previous experience in care but the training helped me and I learned a lot."
- Staff discussed their work and any concerns they had in individual supervision meetings. Supervision took place every two months and included overall reviews of staff's performance over the year. Staff told us they felt supported by the registered manager. One staff member said, "The manager is very nice and supportive. So too is the deputy manager."

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

- People were supported to live healthier lives and had access to health services. Staff told us they contacted professionals such as doctors, occupational therapists, speech and language therapists and nurses, if they had concerns about a person's health. Emergency contact details were available to staff to call if a person became unwell during their holiday.
- People had Hospital Passports which contained important information that health professionals should know about them, should they be admitted to hospital.
- The service worked well with other agencies to ensure people were in the best of health.

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

- People were supported to eat and drink sufficiently while they were on holiday. People's nutritional needs were assessed so that staff understood what was suitable for each person to eat.
- Some people were at risk of choking or had swallowing difficulties and staff ensured they followed eating and drinking guidelines for people. For example, one person needed their food to be 'fork mashable' to make it easier to chew.
- People's food and drink preferences were recorded in care plans. Records showed that people enjoyed their meals while on holiday and chose what they wanted to eat. For example, one person's record stated, "[Person] chose [breakfast cereal] they wanted and had a hot chocolate."

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 the last inspection this key question was rated as 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; equality and diversity

- Relatives told us staff were kind, respectful and caring. One relative told us, "The staff are absolutely wonderful. They are very respectful and very clued up about how to treat people." Staff told us they developed positive relationships with people and their relatives and got to know them well. A staff member said, "I really like the job and it was nice to take people on holiday and see them enjoy themselves. You can see from their faces that it made them happy."
- An equality and diversity policy was in place. Staff were aware of people's protected characteristics such as age, race, disability, gender and sexual orientation. A staff member said, "I am aware of treating people equally and not discriminating based in their culture or race."

Respecting and promoting people's privacy, dignity and independence

- Staff told us they understood the importance of respecting the privacy and dignity of people. They told us they ensured people were given privacy while on holiday and in holiday accommodation. Staff told us they provided personal care to people in a dignified manner. One staff member said, "I supported [person] to take a bath and I made sure the door was closed. I left them alone and gave them privacy and when they finished, I supported them to get changed and covered them in a towel. You have to treat people with dignity, just as you would expect it yourself." Relatives told us staff were respectful towards their family members. A relative said, "Yes, I am confident that staff would have respected their privacy."
- Staff also told us they understood the importance of confidentiality. They understood their responsibility not to share confidential information about people. People's personal records and medicines were stored securely in the holiday site for only authorised staff to access.
- While on holiday, staff ensured they contacted relatives privately to keep them updated about their family member's wellbeing and discuss any concerns. A relative told us, "On our chat group, they just shared the activities they were doing and didn't discuss personal things about people. That was done in private if it was necessary."
- Staff supported people to maintain their independence as much as possible, although most people required full support from staff with their personal care. Their levels of independence was described in their care plans. One person's care plan stated, "I can walk short distances in a safe environment but will need lots of support."

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

- People were involved in the decisions made about their care and were supported by their relatives. They were supported to express their views in meetings with staff and managers and agreed how they wished to

be supported by the service.

- People retained choice and control over how their care and support was delivered. Before people went on holiday, their choices and preferences were discussed with them to ensure these were understood by the service.

Is the service responsive?

Our findings

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

At the last inspection, this key question was rated as good. At this inspection, this key question has remained the same. This meant people's needs were met through good organisation and delivery.

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

- People received person-centred care, which meant the care that was provided to them was according to their individual needs and wishes. Care plans were personalised and were written from the person's perspective. They included details of their preferences and what made them happy or sad. One person's care plan stated, "I am very sociable and love attention. I love crisps. As soon as I hear a packet rustling I want them. If I get angry or upset it is because I am not feeling well."
- Relatives and professionals told us staff were responsive, communicated well and understood people, which helped them to meet people's needs. One relative told us, "The staff really understand what [family member] needs. They were always in contact during the holiday telling us what [family member] was up to and what they were doing."
- People's care needs were reviewed when required and involved the person, professionals and relatives so that any changes in their needs were assessed and accounted for.
- Staff completed daily diaries for each person detailing the day's events during the holiday. They communicated with each other and worked well together to ensure people remained safe and they received the care they needed.

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

- The service provided day opportunities to people as a way for them to meet other people, maintain relationships and follow their interests. The provider also offered holidays to people and if there was enough interest, the holiday took place. They arranged for three people to go to a holiday park on the coast in November 2019, after consultation with them and their relatives about how it would benefit them.
- Holiday activities included trips to see animals, bingo, swimming, games and dancing. We looked at photos from the holiday and saw that people were enjoying themselves.
- Relatives told us they were pleased with how the holiday went and how much their family members enjoyed it. One relative said, "It was [family member's] first time away and it was an amazing adventure for them. They absolutely loved it and I could see from the photos how happy they were. They also managed to go with a friend which was lovely." This demonstrated how the service supported people to maintain relationships and avoid social isolation.

Meeting people's communication needs

From August 2016 onwards all organisations that provide adult social care are legally required to follow the Accessible Information Standard (AIS). The standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of people who

use services. The standard applies to people with a disability, impairment or sensory loss and in some circumstances to their carers.

- People received easy read versions of information about the service. Their communication needs were described in their care plans as most had difficulties speaking verbally. Care plans provided staff with guidance on how to communicate with people. One person's communication guide stated, "Talk to me and show me two objects to choose from and photos. Speak to me clearly and firmly."
- Staff told us there was effective communication and understanding between staff and people using the service. They used Makaton techniques, which is a form of sign language for people with communication difficulties. Staff had been trained in Makaton. One staff member said, "People understand what we say. They can tell us 'yes' or 'no'. We use short sentences, smile, point and show. We use Makaton for simple things and used this on holiday."
- During the holiday, staff set up a social media chat group so they could send messages and photos to relatives. Relatives could see the messages instantly and be kept informed of how their family member was doing. We looked at records of the messages and saw that relatives appreciated the regular communication and updates and enjoyed seeing the photos.

Improving care quality in response to complaints or concerns

- There was a complaints procedure for people and relatives if they wished to raise a concern or were not happy with the service.
- There were no complaints made about the holiday service since our last inspection in 2017. The registered manager told us the complaints process would be followed should a complaint arise.
- Relatives told us they knew how to make a complaint. One relative said, "I would speak to the managers if I had a complaint."

End of life care and support

- At the time of our inspection, the service was not providing end of life care and support. However, the registered manager told us they had looked at how to implement systems for people's future wishes to be recorded and acted upon, should they reach that stage of their lives.
- The registered manager told us staff would be provided training and the provider would be able to seek support and advice from end of life care professionals if needed.

Is the service well-led?

Our findings

Well-Led – this means we looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture.

At the last inspection, this key question was rated as good. At this inspection, this key question has remained the same. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high quality, person-centred care.

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

- The registered manager oversaw the running of the service and they were supported by a deputy manager and team leader. The service only ran holidays once or twice a year. There was only one holiday booked since our last inspection in June 2017.
- Records showed the holiday was well organised by the service and people enjoyed them with the company of each other and staff.
- The registered manager had plans in place to ensure the holiday was safe and suitable for people and staff. The registered manager said, "Before we take people there, I go and visit the holiday site myself and make sure it is suitable, safe and accessible for people. If we need specific equipment, we can order arrange it with the holiday company, such as special beds or mattresses."
- Staff understood their responsibilities to ensure people were safe while they were away from home. Each person's care plan and records were taken with them for staff to follow. Staff checked medicine records and completed detailed daily notes for each person. This ensured people's needs were being met and they were receiving a good standard of care.

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

- People received person centred care. There was a positive culture and people and relatives were happy with the service. One relative said, "The previous day service we used was not good but Eastway Romford is much better. They are really wonderful." A staff member told us, "There is really good teamwork and all the staff and managers work together well." Another staff member said, "It was an honour for me to take people on holiday and help them have a good time."
- People were supported by staff to achieve positive outcomes, such as improving their health and wellbeing with holidays and meaningful activities.

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 management team acknowledged when things had gone wrong and they were open and honest with people and relatives. For example, any problems that were encountered on the trip were dealt with and resolved. Relatives were kept fully informed and were reassured by staff who were confident and capable in their roles.
- A report produced by senior staff following the holiday showed lessons were learned from incidents to

help drive improvements to the holiday experience for future holidays.

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

- People's and relatives' equality characteristics were fully considered. The provider promoted equal opportunities for all people and staff.
- People and relatives provided their feedback about the service. We saw that feedback was very positive and was analysed to drive further improvements. For example, the registered manager had identified the quality of transportation could be improved.
- Records showed meetings took place before the holiday with each person and their relatives to understand their individual daily routines and determine how these would be met. People and relatives were able to have a full input in the holiday's itinerary to ensure it was suitable for the person.
- Staff attended meetings with the management team to discuss how the holiday would be organised and what needed to be done beforehand. Staff told us they felt fully engaged in the running of the service. A senior member of staff said, "My ideas are always listened to. We have meetings with the managers every week. It was my idea to set up the chat group for families and it was very successful."

Working in partnership with others

- The management team and staff worked well with health and social care professionals and external agencies to review people's ongoing support. The Romford branch of Eastway also worked with other services to share good practice and ideas about future holidays. For example, the last holiday was arranged in partnership with the provider's other service, which meant people from different services could meet each other.
- The provider worked with the local authority who commissioned the service and followed any recommendations they made to help further improve the service.
- We did not receive concerns about the service from professionals we contacted.