

Runwood Homes Limited

Eastham

Inspection report

Main Road
Woodham Ferrers
Essex
CM3 8RF

Tel: 01245320240
Website: www.runwoodhomes.co.uk

Date of inspection visit:
26 July 2017
27 July 2017

Date of publication:
12 September 2017

Ratings

Overall rating for this service

Good ●

Is the service safe?

Good ●

Is the service effective?

Good ●

Is the service caring?

Good ●

Is the service responsive?

Outstanding ☆

Is the service well-led?

Good ●

Summary of findings

Overall summary

Eastham is one of a number of services owned by Runwood Homes Limited. The service provides care and accommodation for up to 25 people who need assistance with personal care and may have care needs associated with living with dementia.

The inspection took place on 26 and 27 July 2017 and the inspection team consisted of one inspector.

The service had a registered manager in post. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

At the last inspection on 3 and 4 June 2015, the service was rated 'Good'. At this inspection we found the service remained 'Good' and was meeting the fundamental standards. Although we found in one domain the service had reached the 'Outstanding' mark.

At the time of the inspection there were 24 people living at the service. The registered manager told us that this was now full capacity as a room that had previously been a 'double' occupancy room had been changed to a 'single' occupancy room.

The service was exceptionally responsive. People consistently experienced care that met their individual needs. People's lives had been enhanced as a result, often with outstanding outcomes which changed their lives.

The service was safe. Staff were deployed appropriately to meet people's needs. Care and treatment was planned and delivered in a way that was intended to ensure people's safety and welfare. People's needs were met by staff who had been recruited and employed after appropriate checks had been completed. Medication was dispensed by staff who had received training to do so.

The service was effective. People were cared for and supported by staff who had received training to support people to meet their needs. People were safeguarded from the potential of harm and their freedoms protected. Staff were provided with training in Safeguarding Adults from abuse, Mental Capacity Act (MCA) 2005 and Deprivation of Liberty Safeguards (DoLS). People were supported with their nutritional needs and had access to healthcare when required.

The service was caring. Staff were attentive to people's needs. Staff were able to demonstrate that they knew people well. Staff treated people with dignity and respect.

The service was well-led. The registered manager had been in post for a number of years and was knowledgeable about the people who lived at the service. The registered manager had quality monitoring processes in place to monitor and drive improvements at the service. The registered manager had a number of ways of gathering people's views including talking with people, staff, and relatives.

Further information is in the detailed findings below.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

Good ●

The service remains Good

Is the service effective?

Good ●

The service remains Good

Is the service caring?

Good ●

The service remains Good

Is the service responsive?

Outstanding ☆

The service was very responsive.

People consistently experienced care that met their individual needs. People's lives had been enhanced as a result, often with outstanding outcomes which changed their lives.

The service supported people with their needs in a meaningful way and helped them to achieve their aims no matter how challenging those aims were.

People knew how to raise concerns if they needed to. The provider had effective arrangements for responding positively to people's feedback.

Is the service well-led?

Good ●

The service remains Good

Eastham

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection checked whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

This was a comprehensive inspection. The inspection was completed on 26 and 27 July 2017 and was unannounced. The inspection team consisted of one inspector.

We reviewed the information we held about the service including safeguarding alerts and other notifications. This refers specifically to incidents, events and changes the provider and registered manager are required to notify us about by law.

The majority of people who used the service were unable to verbally converse with us as a result of their complex communication needs. Therefore we used the Short Observational Framework for Inspection (SOFI). SOFI is a way of observing care to help us understand the experience of people who could not talk with us.

We also spoke with people's relatives or those acting on their behalf so as to ascertain their views about the quality of the service provided for their member of family.

We spoke with three people who used the service, four people's relatives, and four members of support staff, the registered manager and a regional operations director.

We reviewed five people's support plans and support records.

We looked at the service's staff personnel records for five members of staff. Additionally, we reviewed five staff members training and supervision records. We reviewed the service's policies, their audits, the staff rotas, complaint and compliment records, medication records and quality assurance records.

Is the service safe?

Our findings

At this inspection we found the same level of protection from abuse, harm and risks as at the previous inspection and the rating continues to be Good.

People we spoke with and their relatives told us that they felt safe living at Eastham. One person told us, "I feel very safe here, the staff are amazing and are always around to keep me safe and well." A relative also told us, "I feel so reassured that she is here as I know she is safe and well cared for."

Appropriate arrangements were in place to protect people from the risk of abuse. Staff had received safeguarding training and knew how to keep people safe. Staff were able to identify how people may be at risk of harm or abuse and what they could do to protect them. One member of staff said, "I would report any issues to my manager and they would escalate it." The service had a policy for staff to follow on 'whistle blowing' and staff knew they could contact outside authorities such as the Care Quality Commission (CQC) and social services. Staff were confident that any concerns would be dealt with appropriately by the registered manager.

The service had an effective recruitment process in place, including dealing with applications and conducting employment interviews. Relevant checks were carried out before a new member of staff started working at the service. These included obtaining references, ensuring that the applicant provided proof of their identity and undertaking a criminal record check with the Disclosure and Barring Service (DBS).

Risk assessments were in place and information recorded within people's care records identified risks associated with individual's care and support needs. For example, these related to people's manual handling needs and people's personal care needs. Staff were aware of people's individual risks and how to help keep them safe whilst ensuring any restriction on people's freedom was minimised. Our observations showed that staff's practice reflected that risks to people were managed well so as to ensure their wellbeing and to help keep people safe.

Adequate numbers of staff were available to provide the care and support as detailed within people's individual support plan. This ensured that the delivery of care by staff was appropriate in meeting their specific needs. People and their relatives we spoke with told us that there were enough staff on each shift. One person said, "I do not have to wait if I need help, they [staff] are always there to help me." A relative told us, "There always seems to be enough staff when I visit the home, I know they are always busy helping people but I have never seen people having to wait for help." The deployment of staff throughout the inspection showed that people's care and support needs were met and care and support was provided in a timely manner.

People were cared for in a safe environment. The provider employed a general maintenance person for the day to day up keep of the service and for the monitoring of environmental health and safety. The registered manager told us that the maintenance person had recently left employment but another maintenance person from another of the provider's service was available to assist the service. There was a fire plan in

place and each person had a fire evacuation plan completed. Regular fire evacuation drills were completed by the registered manager and they reviewed staff response and actions during drills for any improvements needed.

People received their medications as prescribed. Senior care staff who had received training in medication administration and management dispensed the medication to people. We reviewed medication records and saw that these were clear and in good order.

Is the service effective?

Our findings

At this inspection, we found staff had the same level of skill, experience and support to enable them to meet people's needs effectively, as we found at our previous inspection. People continued to have freedom of choice and were supported with their dietary and health needs. The rating continues to be Good.

People received effective care and they told us that staff met their needs and that they were happy with the care provided. Comments included, "I love it here, if I need anything they [staff] are always happy to help me." We observed staff interactions with people in a kind, caring and sensitive manner. Staff had the skills to meet people's individual needs. They communicated and interacted well with people and provided help and support where needed.

Staff told us that appropriate arrangements were in place to ensure they received suitable training opportunities at regular intervals so that they could meet the needs and preferences of the people they cared for and supported. Staff training records viewed showed that staff had received mandatory training in key areas as part of their initial induction programme and refresher training thereafter. Staff also told us that they felt supported carrying out their roles in the service. Regular supervisions and annual appraisals had been carried out on a regular basis. Comments received from staff included, "I love it here, we work as a team and even like a family and we all know that we can count on each other for support."

People who lack mental capacity to consent to arrangements for necessary care or treatment can only be deprived of their liberty when this is in their best interests and legally authorised under the Mental Capacity Act 2005. The procedures for this in care homes and hospitals are called the Deprivation of Liberty Safeguards (DoLS). Staff had received appropriate training and were able to demonstrate a good knowledge of the Mental Capacity Act 2005. Records showed people's capacity had been assessed and where appropriate applications had been submitted.

Our observations of the lunchtime meal showed that the dining experience for people was positive and sociable. People chose where they wanted to sit and eat their meals. People were offered a choice of meals and drinks. One person told us, "The food is lovely, and they know how I like it cooked." Another person told us, "There is always plenty of choice and plenty to eat here; you can even have more if you want – you only have to ask them [staff] and they will get it."

People were supported to access healthcare as required. The service had good links with other healthcare professionals, such as district nurses, GP and nurse practitioners. The manager told us that the GP would visit the service if requested. People told us that staff would call the GP if they did not feel well. A relative we spoke with told us, "They [staff] are very pro-active in calling the GP if my [relative] is unwell and they also keep us as a family informed too."

Is the service caring?

Our findings

At this inspection people remained happy using the service, they continued to be very complimentary of the staff and felt cared for. The rating continues to be Good.

People told us that they were happy living at the service. One person said, "This is a wonderful place to live as everyone is so kind." Another person said, "They are all so very caring not just to me but everyone here." Relatives we spoke with were also complimentary of the service. "All the staff are so very kind and caring and not just to those that live here, us families too."

Staff had positive relationships with people. They showed kindness and compassion when speaking with them. Staff took their time to talk with people and showed them that they were important. We saw many occasions of staff engaging with people by talking to them face on and at their level. Staff were friendly and relaxed during their interactions with people and were unhurried when reassuring people and assisting them.

Staff knew people well including their preferences for care and their personal histories. The service had documentation in people's notes which told the story of their life and described what is important to them and how they liked to be supported. People were supported to spend their time at the service as they wished. For example staff knew who preferred to spend their time in their rooms and who liked to socialise with others in the different lounges. Staff knew people's preferences for carrying out every day activities for example when they liked to go to bed and when they liked to get up. One person said, "They know everything about how I like to spend my time."

People and their relatives were actively involved in making decisions about their care. One relative told us, "The staff are very good at letting us know anything that is going on with [relative] and if things change they always tells us and ask our opinion on things." Another relative said, "They know [relative] so well and they always make sure we are involved with all decisions." People invited us to see their rooms and we saw that these were very personalised with their belongings.

At this inspection people remained happy using the service, they continued to be very complimentary of the staff and felt cared for. The rating continues to be Good.

People told us that they were happy living at the service. One person said, "This is a wonderful place to live as everyone is so kind." Another person said, "They are all so very caring not just to me but everyone here." Relatives we spoke with were also complimentary of the service. "All the staff are so very kind and caring and not just to those that live here, us families too."

Staff had positive relationships with people. They showed kindness and compassion when speaking with them. Staff took their time to talk with people and showed them that they were important. We saw many occasions of staff engaging with people by talking to them face on and at their level. Staff were friendly and relaxed during their interactions with people and were unhurried when reassuring people and assisting

them.

Staff knew people well including their preferences for care and their personal histories. The service had documentation in people's notes which told the story of their life and described what is important to them and how they liked to be supported. People were supported to spend their time at the service as they wished. For example staff knew who preferred to spend their time in their rooms and who liked to socialise with others in the different lounges. Staff knew people's preferences for carrying out every day activities for example when they liked to go to bed and when they liked to get up. One person said, "They know everything about how I like to spend my time."

People and their relatives were actively involved in making decisions about their care. One relative told us, "The staff are very good at letting us know anything that is going on with [relative] and if things change they always tells us and ask our opinion on things." Another relative said, "They know [relative] so well and they always make sure we are involved with all decisions." People invited us to see their rooms and we saw that these were very personalised with their belongings.

Staff treated people with dignity and respect. People told us that staff always respected their privacy. Staff knew the preferred way people liked to be addressed and we saw staff were respectful in their interactions with people. We saw that the service had a dignity champion to promote people's dignity and independence.

People's diverse needs were respected. People had access to individual religious support should they require this. There was a weekly multi faith service at the home for people and staff. We saw the registered manager also supported people to have advocates if they needed assistance with making decisions about their care or finances. People were also supported to stay in touch with their friends and relatives and we saw one person being supported to use the phone. We also saw visitors were able to visit whenever they wished.

Is the service responsive?

Our findings

People received a high standard of personalised care that was responsive to their needs. It was clear during our inspection that the registered manager had worked with the staff, people and relatives to look for ways that would improve people's lives. People were receiving care that was very personalised to them and this helped to improve their health and wellbeing, and enabled them to have a better quality of life. One relative told us, "Although my [relative] has only been here for a short time, there is such a great improvement in her already." Another added, "It is a wonderful home with amazing staff."

People and their relatives had been actively involved in the assessing and planning of their individual care needs. Pre-admission assessments had been completed and people or their relatives had been invited to visit the home to look at the facilities on offer and to meet the staff team. The service provided written information about what they were able to offer, to help people make a choice on whether Eastham would be right for them. One relative told us, "As a family we looked at different homes available but this one stood out and we knew we had made the right choice for our [relative]." Relatives told us how welcoming the service had been and that the registered manager had been happy to answer any questions and help them through the admission process.

The assessment process gathered information about the person's care and support needs and provided a clear overall insight of the person including addressing people's diverse needs. Care plans were detailed and covered the person's cognitive and physical abilities, their physical health and well-being, their prescribed medicines and any dietary requirements. It also included the person's lifestyle choices, their preferences and some life history. Staff were very knowledgeable of people's needs and they received the support and assistance they needed in the way they wanted their care to be provided.

The registered manager had implemented different ways to improve the service; the 'Butterfly Project' had been introduced into the service. This included guidance to staff in people's rooms which stated, 'Today you are a butterfly flitting from room to room making seconds count and brightening up my room. Feel free to enter with a smile upon your face and grace me with your presence for today is not to waste.' The registered manager advised that it was aimed at people who spent a lot of time in their rooms, who did not communicate well and could easily be isolated. A butterfly has been placed on each person's door to help identify those in more need and staff called in regularly and documented their contact and interaction. Snack boxes had also been placed in people's rooms and staff were seen offering these when they 'flitted' in and out. When speaking with staff about the project they were very positive and added that it made them think about what they were doing when they went into people's rooms and they now made sure that each visit counted; however small. One person had been referred to Eastham by their GP, this person was unable to mobilise and was bed bound with very poor dietary intake and was deemed very unwell on admission to the home. The registered manager explained that staff had worked very closely with this person, learning about their life history, like and dislikes and built a good relationship with them. Through the encouragement and very responsive care from staff this person is now mobilising and even joining in with activities with others.

The registered manager told us how this person's life has changed since being in the home. A relative we spoke with told us about their family member's experience. "[Relative] has always been settled and cared for here but she became very unwell at the beginning of the year. Due to this she was unable to walk any longer and was becoming weak, the staff were amazing, they were encouraged [relative] all the time in a kind and caring way and although it took a while, [relative] is now walking once again." Another relative said, "They [staff] are amazing here, they go out of their way to make sure everyone has a wonderful quality of life."

The service actively supported people to follow their interests and hobbies and gain access to the local community through day trips and events. The service had two activity coordinators who organised regular entertainment and daily activities. These included ball games, quizzes, word games, music, jig saws and baking. They also had regular multi faith services for those who wished to attend. The registered manager told us that although trips are organised due to the lovely grounds and settings the home is in, they make use of the gardens and in the warm weather garden tea parties are held.

Staff were very knowledgeable about each person's pastimes and how each person preferred to spend their day. For example, one person who lives at Eastham has always enjoyed bird watching. Staff ensured this person was assisted to the patio, equipped with their books and binoculars. This person was overheard telling staff what birds that they had spotted on the particular day and would go on to show the staff a picture within their book. Due to the home being set in large grounds with field surrounding, it enabled this person to continue to do something they enjoyed. Another person was assisted to go to a 'luncheon club' which they had always attended prior to living at Eastham. Transport was arranged and the person attended the club weekly, this had enabled them to continue with the relationships and friendships that they had before moving to Eastham.

The registered manager had arranged for a 'gentleman's club' to be founded. This was following a residents meeting and the gentlemen of the home had asked if they could take part in more 'manly' activities. The group now meet and play cards, dominoes and other activities of their choice and this is also enjoyed with a 'pint of beer' or another choice of beverage.

As well as a real focus on people's individual social wellbeing, the service also ensured that there were many opportunities for socialisation in the service and in the community to add to people's quality of life. There were many photographs around the service of parties, entertainment and general outings that people had taken part in. The atmosphere within the service was friendly and laughter and chatting could be heard throughout the day. People we spoke with told us they could join in with the organised activities if they wished, but some preferred to watch the television or stay in their room; which showed that people's individual choices and preferences were respected. Feedback on activities included, "Although the staff encourage [relative] to take part in all different activities, she does not always want to and they respect that." and, "There is always something going on here, this week is the summer fete which is always good." The registered manager told us that the summer fete is held in the grounds of the home and has always been a very well attended event. People are encouraged to take part in the organisation of the event and relatives and staff are also involved. One relative told us, "I have a stall here on Saturday; it will not only help the home but also another local charity."

The registered manager told us about the Eastham relatives group, which is made up from relatives of people who live at Eastham and also relatives of past residents of the home. The relatives group help with fundraising events for the home and are very involved with all aspects of the service. For example they will give feedback on different areas of the service which the registered manager will listen to and action if required. One of these suggestions was for a 'bamboo fence' to be erected on the patio as people were finding that the area was very windy at times and this limited their use of the patio. The bamboo fence has

now been erected and decorated so it is colourful and also acts as a wind breaker. This meant that people could enjoy the patio area more frequently.

The registered manager was keen to link with other services and the community to provide enriched opportunities and life experiences for people living in the service. The home is very involved with the local community which includes the local schools, churches and also local public house. The registered manager told us that a Quiz night is held on a regular basis in the public house, this gives the opportunity for people, their relatives, staff and the local community to socialise outside of the home grounds.

A concert has been organised for all the people living within Runwood Homes services and also for the wider community. The aim of the concert was to promote people going into the community and, mixing with the younger generation. In addition the aim was to create an understanding of dementia care to show that, with the right approach, no disability should stop people enjoying life and having fun. This had been arranged to take place in August 2017. Many of the people living at the service that have expressed their wish to attend and are looking forward to the event. Since our inspection we received photographs of the event which showed some really wonderful moments of interaction including singing and dancing in a setting with so many other people from sister services. The event was marked as a true success.

The service used innovative and individual ways of involving people so that they felt consulted, empowered, listened to and valued. For example, one person's mental health had deteriorated and this had left the person with severe anxiety, confusion and inability to communicate in a way that they could be understood. We saw that the service had put different objects which were meaningful to this person into an area where this person likes to walk, this was to try and minimise and alleviate some of their anxieties. We also observed staff spending one to one time with this person throughout our inspection talking, sitting and walking with them to try and calm their anxieties. The registered manager explained that due to staff knowing this person's preferences and life history very well, they are able to try different approaches that are very individualised to them and this, at times, has helped. The registered manager told us that all health professionals had been contacted and were also currently working in partnership with the home to ensure the person received the 'best care possible.'

People's feedback was valued and matters raised were dealt with in an open, transparent and honest way. The service had effective systems in place for people to use if they had a concern or were not happy with the service provided to them. People had been provided with information on how to make a complaint and this was also available within the service. The service had set forms to record details of the any complaints they received and this included how they were investigated, the outcome and what had been learnt from the complaint. A complaint log was also in place so management could identify any trends or reoccurring issues and complaints had been monitored as part of the monthly audit. Management were seen to be approachable and they listened to people's experiences, concerns or complaints. Care staff stated that they felt able to raise any concerns they had. Relatives spoken with said they would be able to speak with management if they had any concerns, but added that they were happy with the service and that they had no concerns. They all added that they found management very approachable and were seen entering the office during the inspection for updates on relatives or just for a general chat. Relative's feedback included, "We know if we need to we can speak to [manager's name] as she is always around and will listen." and, "I like the way [manger's name] works, she is open and honest and will help us with anything we need."

We spoke with a GP who visits Eastham and they told us that the service had been very responsive to people's healthcare needs. Comments included, "The manager and staff are excellent with communication and responding to people's health needs. They will contact us without delay if they are concerned about anyone." And "The staff are extremely knowledgeable about the people they care for and are able to provide

detailed information about each person when required."

Compliments the service had received included, 'Thank you so very much, he had every possible need met for him by a fabulous team of compassionate people and we will be forever grateful for that.' and, 'thank you for all the love and care, she thought of you as a second family.'

Is the service well-led?

Our findings

At this inspection we found the service was as well led as at the previous inspection. The rating remains Good.

A registered manager was in post at the time of the inspection and had been in post for many years at the service. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run. Relatives we spoke with confirmed that they were happy with how the service was managed and were complimentary about the registered manager. One comment received was, "She [registered manager] is amazing and really knows what everyone needs in the home."

We found that arrangements were in place to assess and monitor the quality of the service provided. The provider's representative told us that information was collected and recorded in a variety of ways. This included the use of questionnaires for people and those acting on their behalf and through the completion of a number of audits and checks. This demonstrated there was managerial oversight of the service as a whole by both the registered manager and the provider.

Staff told us they felt valued and respected by the registered manager and were supported at all times. They told us that the registered manager was approachable and would listen to any ideas or views that they had about the service. Staff confirmed they enjoyed working at the service; comments received included, "It is a great place to work because In addition to regular staff meetings, staff were able to speak with the registered manager and other senior members of staff on a regular basis for advice and support."

We saw surveys and other records which included feedback from relatives and health professionals that showed they held the service in high regards and that people would recommend the home to others. Comments received included, "I would highly recommend this home to anyone, staff are friendly and caring and it is managed very well." A relative's comment was, "This is a wonderful place, and they [staff and manager] really are excellent. I think because it is a small home it really has that 'home from home' feel to it."