

Resolve (Care Northern) Limited

Resolve

Inspection report

Low House
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Tel: 01388458128

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Outstanding 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

About the service:

Resolve [at Low House] provides high quality accommodation and personal care to adult males with learning disability. At the time of this inspection, six people used the service, although another person was transitioning to the service so it would be fully occupied.

People's experience of using this service:

The service maintained its overall rating of outstanding awarded at the last inspection in 2017 and also in 2015. The service continued its drive for excellence across all areas and achieved national recognition for its work in developing people and the whole staff team. People, relatives, health, education and social care professionals continued to describe the service as exceptional and said care was extremely person-centred and responsive.

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.

The registered manager, staff and people living at the service were enthusiastic about the inspection visit and were eager to share their experiences. People wanted to show us their pride in their achievements and many staff who weren't on duty during our visit, took the time to write to us with moving statements of the personal and professional support they were given.

There was a planned and comprehensive approach to risk taking which meant people were enabled to remain safe but yet experience the everyday activities we all aspire to such as going to a football match, cooking for our "family" and meaningful work in the community. Many people at the service had never had these opportunities before moving to Resolve.

The service went above and beyond to ensure people knew and understood their rights. The had developed easy read information leaflets with symbols to enable people to understand complex concepts such as Deprivation of Liberty Safeguards and General Data Protection Regulations (GDPR). This showed people were empowered to be an equal partner in their care and support.

Staff were exceptionally kind and caring towards people and had developed very strong relationships with them. Staff had undergone additional training to meet the specific needs of the people they supported and the service had developed an innovative leadership programme with the national learning organisation. People had a say in who supported them to enable them to have confidence in their immediate network of support when out in the community.

The service was exceptional at helping people achieve positive outcomes, building confidence, independence and helping people develop and restore life skills.

There was an excellent range of activities and opportunities available to people. People had been introduced to new activities, which had led to the development of hobbies, friendships and opportunities for volunteering. Through exceptional care and support planning people had gained skills and meaningful qualifications.

Since our last inspection, improvements continued to be made to enhance internal aspects of the home, and externally within the grounds with new standout features.

The registered manager and the wider leadership team were inspiring and dedicated to providing support which met the highest of standards. They strived for excellence through collaboration; they were passionate and dedicated to providing an outstanding service to people.

The service had achieved National Autistic Society accreditation since our last visit, the only residential service in the North East to achieve this status and was a finalist in the national Skills for Care prestigious awards in recognition of their commitment to developing talent, and unwavering commitment to providing high quality care. The provider was rewarded by being included in the 2019 Parliamentary review of residential care that showcased the best practice within their field.

There was a golden thread of professionalism throughout the service. Staff were empowered to develop their careers and have self awareness, communication at all levels was excellent and the approach to risk and safeguarding was critically analysed daily by highly aware staff.

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

Rating at last inspection:

At the last inspection the service was rated outstanding [published June 2017].

Why we inspected:

This was a planned inspection based on the previous rating.

Follow up:

We will continue to monitor intelligence we receive. 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 exceptionally effective.

Details are in our effective findings below.

Outstanding 

Is the service caring?

The service was exceptionally caring.

Details are in our caring findings below.

Outstanding 

Is the service responsive?

The service was exceptionally responsive.

Details are in our responsive findings below.

Outstanding 

Is the service well-led?

The service was exceptionally well-led.

Details are in our well-led findings below.

Outstanding 

Resolve

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

One inspector carried out this inspection.

Service and service type

Resolve [known as Low House] is a 'care home'. People in care homes receive accommodation and nursing or personal care as a single package under one contractual agreement. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

The service had a manager registered with the Care Quality Commission who was also the provider. 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

We gave the service 12 hours' notice of the inspection. This was because it is a small service and we needed to be sure that the registered manager would be available to support the inspection.

What we did before the inspection

We reviewed information we had received about the service since the last inspection. We sought feedback from the local authority and professionals who work with the service. We also contacted Healthwatch. Healthwatch is an independent consumer champion that gathers and represents the views of the public about health and social care services in England.

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. We used all of this information to plan our inspection.

During the inspection

We spoke with five people about their experience of the care and support provided. We spoke with six members of staff including the registered manager, team leader, graduate manager, and three support staff. On the second day of the inspection, we spoke with the housekeeper, college tutor and registered manager and on the third day we spoke with five relatives via telephone.

We reviewed a range of records. This included two people's support plans, risk assessments and medication records. We looked at two staff files in relation to recruitment, training and staff supervision. A variety of records relating to the management of the service, including policies and procedures were reviewed.

After the inspection

We contacted four health or social care professionals by email. Their views were incorporated into this report.

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 remained good. This meant people were safe and protected from avoidable harm.

Assessing risk, safety monitoring and management

- The Resolve risk management approach was highly effective. The strategies of experienced consistent and knowledgeable staff constantly assessing risk and having check-in sessions throughout the day with senior managers meant both staff and people remained safe and focused.
- There was a highly person-centred approach to managing risk. People were involved in assessing their own level of risk. As part of the briefing programme each day before activities started, people were asked to assess their own level of anxiety, mood and risk and supported to engage in another meaningful activity if they were feeling anxious so they weren't "penalised" in any way.
- The service utilised the latest information technology systems to keep people's data safe. A data protection toolkit across the service gave a truly secure email service and ensured the sensitive nature of people's history was protected.

Systems and processes to safeguard people from the risk of abuse

- Innovative easy read communication had been developed to make sure people understood how to stay safe. For example, the service had developed an easy read information leaflet that showed how the service kept people's information safe and promoted their rights under GDPR. One person told us, "I know who is allowed to look at stuff about me, I know that you can [meaning the inspector]. I know stuff about me is safe."
- People were encouraged to speak up and talk freely about staying safe. Each week everyone came together and talked about how to keep themselves safe, people were supported to recognise and talk about all forms of abuse. One person said about modern slavery, "I have watched this on the news and people are not kind and can make you work for nothing."
- The home used innovative technology to help keep people safe. Unobtrusive finger print door access was in place and to keep the homely feel there were no obvious fire exit signs. In conjunction with the fire service, the service undertook weekly drills to compensate for the lack of signage and ensuring people knew what to do in an emergency.
- Safeguarding concerns were dealt with appropriately. A log of safeguarding concerns and referrals were regularly reviewed by the registered manager. Any outcomes or recommendations as a result of these events were discussed during staff meetings.

Staffing and recruitment

- The service had a values based recruitment approach. This has led to greater consistency of staff and benefitted people as they had predictable relationships with staff members who worked with the same approach. The staff team all displayed the same positive values so the potential for abusive practice was vastly diminished.

- The service worked with an external enhanced screening company to ensure that potential applicants were screened to a higher British Standard Institute level. This meant applicants identity, employment history, qualifications were subject to additional vetting to ensure the right applicants were employed.
- The service always operated at safe levels and had never used agency staff. They forward planned to ensure training and holiday leave was well covered.

Using medicines safely

- Medicines were safe. Every staff who administered medicines had received the only training package and assessed competency accredited by the Royal Pharmaceutical Society.
- Where appropriate, staff ensured people were empowered and supported to manage their own medicines. One person told us, "I do my own meds and I have a checklist that reminds me what I need to do. I always tell the team leader too."
- Systems to check medicines were managed safely were highly effective with checks carried out daily, weekly and monthly by staff.

Learning lessons when things go wrong

- The registered manager was clearly committed to identifying improvement within the service. We saw an example of a lessons learnt review regarding a change of pharmacy supplier where people were involved and consulted.
- The service was highly proactive in reviewing and making changes where it felt the service could improve.

Preventing and controlling infection

- The service ensured the right equipment and training was in place to uphold best practice in this area.
- Both people and staff members, through training and qualifications they undertook understood the importance of effective food and hand hygiene.
- There were stocks of gloves, aprons and equipment available for everyone to use.

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 improved to outstanding. This meant people's outcomes were consistently better than expected compared to similar services. People's feedback described it as exceptional and distinctive.

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

- The pre-admission processes continued to be robust, thorough and undertaken with a multi-disciplinary approach led by the registered manager to ensure the service could meet each person's needs.
- Care plans contained a holistic assessment of people's needs including a sensory profile undertaken by the provider. The focus on sensory experience was described by the National Autistic Society Accreditation report as "discrete but effective."
- The care plans were highly person centred, and incorporated information and advice from healthcare professionals.
- There were many examples of how legislation had shaped the service's own vision and culture for everyone at the service to achieve their goals and reach their potential.

Staff support: induction, training, skills and experience

- Staff at all levels were encouraged and enabled to receive high quality learning and training opportunities.
- Inductions were lengthy and extensive to ensure that staff had the right knowledge, skills and values before supporting people. New staff shadowed an experienced staff member for 12 weeks and met twice daily with a senior team leader. Staff new to the care industry were required to complete the care certificate, which is a nationally recognised training system.
- In addition to high quality mandatory training, all staff were supported to immediately commence Level 3 qualifications in health and social care. Bespoke training covered a variety of topics and was delivered by professional external consultants who were specialists in their field. One staff said, "The training is fabulous, I have matured and been nurtured here. I value this place so much". Training included trauma and resilience, attachment theory, sensory awareness and autism.
- There was a strong focus on developing excellence in leadership. All team leaders [one of whom are on every shift so there was always leadership at the service] were trained or working towards Level 5 in management. The graduate trainee and a team leader had also undergone an intense six month leadership course with the NHS Leadership Academy. One of them told us, "It was hard work and challenging but I learnt so much that I have been able to bring back here in terms of a positive leadership style. It's made me a better person not just manager."
- The service was committed to exploring barriers to learning and we received moving accounts from staff who had been supported to overcome difficulties to achieve university qualifications. One staff said, "They believed in me more than I believed in myself. I would never have wanted to be in a managerial position at any other work place but I feel comfortable here to do this due to the continued ongoing support."
- The registered manager was a pioneer of the Skills for Care I-Care National scheme and had taken part in a

promotional video, sharing social care opportunities to students in the education sector. The national project lead told us, "The staff at Resolve give their time to support people considering their career options to better understand the social care sector, what delivering great care is about and showcase the career options available." As part of the service being I Care Ambassadors and telling students about working in social care and the values of Resolve, two local students had successfully been recruited to work at the service.

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

- Everyone was totally involved in every aspect of their diet. From growing their own vegetables, choosing meals, preparing, cooking, and tidying up afterwards. This holistic approach and given people skills, qualifications and a healthier lifestyle.
- One person who only moved to the service last year told us, "I've tried a whole concoction of things since I lived here, things I've never had before." Staff told us that previously they had a diet that consisted of a narrow variety of processed foods and refused to eat vegetables or fruit. The person told us, "I eat broccoli and tomatoes and all sorts now, they are really nice!"
- The chef who was also a college tutor had supported people who used the service to achieve Level 1 and 2 qualifications in catering. These qualifications which the service had accredited through the Open College Network meant people could use them in the future when it came to college and employment opportunities. People were immensely proud to show us their certificates and portfolios.
- One person showed us quantities and proportions of food on a plate using the extensive photographs the chef tutor had developed which made up a well balanced meal. They said, "We also need to make sure no-one is allergic to any ingredients. People's health and well-being is more important." This showed the level of understanding people had developed by promoting a healthy lifestyle and the extensive and innovative tools developed by the staff team .
- The kitchen had achieved the highest award from the local authority food safety agency, which showed the chef followed known good practices.

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

- Since our last inspection, improvements continued to be made to enhance internal aspects of the home, and externally within the grounds.
- A major refurbishment and extension had been completed in the kitchen. The standout aspect of the refurbishment was the high-quality technology such as induction hobs and Quocker [taps that produce boiling filtered water] and the creation of a large island area. A commissioner told us, "On one visit I found people were working on a healthy eating programme in the kitchen area and everyone was involved and sitting together, it was lovely."
- Décor was completed in line with national best practice guidance for people with autism and sensory disorders and people living at the home had been consulted throughout.
- We visited the gardens and outside workshops with a staff member and a person who used the service. The enthusiasm of both to show us the outside space, range of craft items and foodstuffs the service created themselves in their registered social enterprise project was empowering.
- The positive impact of involving people in all aspects of these projects, from planning, design to build had been profound. The outside area had been transformed into a space that not only provided opportunities for therapeutic work-related activities, but a place to be enjoyed by all that was sustainable and life enhancing.

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

- Commissioners were without exception highly positive about the care and support from Resolve. One commissioner told us, "The structure and work environment is very positive and builds peoples self-esteem and confidence whilst managing the significant risks at the same time."

- The service had close links to multi-agency public protection units.

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

- The service focused on not just promoting a healthy lifestyle but giving people the understanding of why good physical health through diet and exercise could improve overall well-being. The service had a holistic approach to nutrition. People chose together what to cook, and fresh and seasonable food was used from the gardens that people had grown themselves.
- One person had experienced a massive transformation in their health. They told us, "I have managed to lose over five stone in weight which has improved my physical health and mobility. The GP had been concerned because my blood sugars were high and I was at risk of having type 2 diabetes now they are in the normal range."
- Records showed attendance at hospitals and routine appointments with opticians, podiatrists and dentists had been arranged. This helped to ensure people's assessed needs were being fully met, in accordance with their care plans.

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. 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, and whether any conditions on authorisations to deprive a person of their liberty had the appropriate legal authority and were being met.

- The service was meeting the requirements of the Act.
- The service supported people to understand any restrictions placed upon them. The service had developed easy read DoLS care plans using symbols and plain language. One person showed us their plan and said, "This helps keeps me safe until I am ready to move on and then we'll change it."
- All staff we spoke with had a comprehensive understanding of capacity and consent and went to great lengths to ensure people understood their rights.

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 the service had improved to outstanding. This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service

Ensuring people are well treated and supported; respecting equality and diversity

- People and their relatives told us how exceptionally kind, supportive and compassionate staff were. They told us their experiences of receiving care and support from staff had an immensely positive impact on their wellbeing.
- People spoke about the way they were supported. Comments included, "Everything about this house is cracking, it's perfect." "It's like a real home here, it's chilled. Where I was before wasn't good, the staff didn't talk to me, but here I trust everyone and know they are there for me."
- Relatives expressed their profound gratitude for the care and support their loved ones received. Comments included, "I wish I could live there, it's a wonderful place. Every staff who works there has genuine care for the men."
- The open, inclusive and supportive nature of the home meant that promoting equality and diversity and respecting people's human rights ran through every aspect of the service delivery.
- The service supported staff in an exceptional way. Staff had access to a free medium term counselling service which enabled them talk through any issues of concern relating to their work or personal life. Several staff wrote to us and told us of the personal positive impact this had for them.
- The service excelled in supporting the wellbeing of its staff even those absent from work. For staff who were new parents or with pre-school toddlers to keep them engaged with the service whilst they were on maternity leave they had identified a regular child-friendly venue to meet monthly to have a catch up and something to eat. One staff member said, "I've told everyone that I'm lucky to work where I do as they are always so understanding."

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

- The service led on ensuring everything was explained to people in a way they could understand and feel involved with. Without exception everyone was able to tell us about their care plan.
- People were encouraged to choose their keyworkers which showed the service listened and appreciated that people may have better relationships with some staff than others and supported this.
- People, most of whom had experienced severe trauma, attachment issues and may have lacked empathy skills told us they been supported to make new friends both in the home, and out in the community. Each week the service had a Taking Part meeting which each person took it in turns to chair. The easy read agenda and minutes included "How we get along with each other" and "A round of appreciation". The peer support each person had for each other was very moving.
- People and relatives had exceptionally high levels of trust in staff. The service was committed to ensuring people maintained positive family contact in a structured and safe way. A commissioner told us, "They have

provided excellent emotional support to my clients. Resolve were very keen that we address this in partnership and provide a consistent approach to engagement with the family."

Respecting and promoting people's privacy, dignity and independence

- Without exception, people and relatives told us that staff were excellent at upholding their dignity. One person's relative and staff told us that when their relative first arrived at Resolve, their self-esteem and self-worth was so low they wouldn't speak to "strangers" at all and it took a long time for them to speak with peers and staff.
- People had their private time and space respected. The service promoted a dignified environment. The house had unobtrusive measures to ensure people's safety and security such as fingerprint door openers. Items that may signify a care setting such as hand hygiene products and fire exit signs were not in place [although fully risk assessed] to uphold the feeling of a family home.
- The service made extra special events of birthdays, Christmas and events such as Easter. This was because many people had missed opportunities of these in childhood. One person told us, "I have been on holiday, it's the first holiday I ever had. I had a cracking time."
- People's privacy was protected., □ New staff members were restricted from viewing people's full history until approved by the registered manager as part of their long induction. This was so staff got to know the person and not just view their previous behaviour and offending history.
- Innovative aids and adaptations were provided where people who needed assistance to promote their dignity and enable their independence. One person who was transitioning to the home had some mobility issues. The service had fitted a bespoke wet room with upright toilet which had self-washing features to promote the person's accessibility and independence. The person was visiting on the day of our inspection and told us, "I can't wait to move in."

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 outstanding. At this inspection this key question remained the same. Services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- People received exceptionally and highly personalised care that was specifically responsive to them and respected their individuality.
- Care plans were very person centred and described people's likes, dislikes and were planned around people's choices. People were an active partner in their easy read plans and were given Quality Time each week to go through their care plans, risk assessment and activity planner with their chosen key worker.
- Staff had an exceptional understanding of people's support and behaviours. This was highlighted by staff having a key worker role which enabled them to provide one-to-one support for people regularly and support their plan of care. People were able to choose the staff that supported them, not just as keyworkers but in their daily support for community activities. A staff member told us, "It's a confidence and empowerment thing. I know that [Name] is happy to come shopping with me and it means they know exactly what will happen and they will have a good time."

Meeting people's communication needs

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

- People had person centred communication systems in place that had been developed to meet their specific needs. One person showed us their Picture Exchange Communication System [PECS] chart. They said, "The PECs has been a massive help. When I have a shower, it's all individual steps, if I miss one I can check it and go back and do it, I'd be so muddled if I didn't have this."
- The provider had also undertaken sensory profiles with everyone at the home and this was incorporated into their care plans. For example, a person with hypersensitivity to textures on their hands was given insight and support by staff as to how things may feel during a pizza making session. This gave the person confidence and meant they could make informed choices about what aspects of the baking process they joined in with.
- Various types of information such as policies, procedures, had been converted into different formats to help people understand the information and make informed choices. The recent National Autistic Society Accreditation report said, "The service used a range of communication styles all bespoke to individual need."

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

- People were so enthusiastic in telling us about their activities and showing us photos of where they had been and what they enjoyed. This included football training with professional coaches and watching football matches [at Sunderland football club] from an executive box.
- People were supported to have a sense of self-worth. They had raised funds through coffee mornings for Macmillans, a charity people themselves had chosen. They had baked the cakes themselves with support and one person was keen to show us the photos of the event. One relative told us, "[Name] is so proud of the things he makes, he has learnt so many new skills."
- People showed us their creative work in the garden and workshop area. Jigs had been made so people could use these to cut around a wooden template meaning they could do this safely and to see an end product they had achieved on their own. One person told us, "I love being out here, look I helped lay this path. I didn't think I could do it at first, but [Name] showed me and talked me through laying the concrete and the stones." Their pride was evident.
- The service has set up a social enterprise Community Interest Company on behalf of the service users called "Fill Ya Boots.", People's craft items and garden produce were sold through outlets locally and the proceeds returned directly into to the company for re-investment. A commissioner we spoke with said, "I really like the idea of the social enterprise work they have been engaged in over the last year and the engagement in the local community that this allows the men to have."
- Relatives told us they were always warmly welcomed and people were also supported to visit family in their homes. One relative told us, "[Name] came to see us and brought us a planter they had made, they were so proud. [Name] had achieved so much"

Improving care quality in response to complaints or concerns

- There was an accessible complaints procedure for people to raise their concerns.
- The complaints procedure informed people how the service would respond, the timescales they would respond in and the details of other organisations if they wished to take a complaint further.
- People we spoke with said "If you talk to anybody, you know you are going to be listened to and something will be done," and "I know I can always talk about anything I am not happy with in my Quality Time session."

End of life care and support

- The service ensured this was discussed on a very personal basis. Many people's care plans clearly recorded it was not appropriate to discuss this as it would cause distress. The service had already identified staff who were going to have additional training and support to be the champions in this area and to lead on this work.
- The service went above and beyond to support people with bereavement. The service had ensured a person had additional time to talk and share their emotions. The service has a strict policy regarding appropriate touch to ensure that people did not misread any physical displays. The registered manager said, "It was appropriate once or twice to offer [Name] a hug, because they needed that and it was the right thing to do, they were emotional."
- One relative told us they received fantastic emotional and financial support from the registered manager following a bereavement. They said they were worried about money for their relation and the registered manager told them, "That's the least of your worries, we'll make sure [Name] has everything they need, and we'll talk about it later when you get things sorted. What wonderful people they are," they said.

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 outstanding. At this inspection this key question remained the same. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

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

- Resolve [at Low House] was a truly remarkable and caring place. The provider was passionate in delivering excellence in research-based practice in the care of vulnerable adults with a forensic background. There was a clear emphasis on building independence, rehabilitation, respect and valuing people which was shared by everyone we met.
- The home had a proven track record of achieving outstanding care and outstanding outcomes. At this inspection we found the home had maintained and further improved outstanding features relating to leadership, staff development, safety and wellbeing found since the last inspection in 2017. Sustaining this quality of support over time demonstrated to us that the leadership and management within the home was truly exceptional.
- Without exception, people and family members told us they considered Resolve to have outstanding leadership. Comments from people and relatives included, "I hope [Name] is there forever, it's the next best thing to perfection," "My level of care has gone from extremely poor to extremely good, I cant think of anymore good things to say," and "It has transformed [Name's] life. They are very happy and have been shown how to develop their skills."
- Staff were equally complimentary about the culture created by the registered manager and leadership team. Comments included, "It's an unbelievable place to work. We are treated amazingly," and "They believe in equity, between us all, we go out for meals together all of us, us and the lads [people who used the service]."

Continuous learning and improving care; working in partnership with others:

- The leadership team was extremely proactive in sharing outstanding practice with others. They worked nationally with Skills for Care and were filmed promoting the I-Care Ambassador approach for a national audience encouraging participation in social care. The Skills for Care Locality Manager told us, "The registered manager and director have been involved with our North East CEO network. They have attended it consistently as they wish to both share their knowledge and encourage other employers to take graduate management trainees from our programme."
- The home had been awarded National Autistic Society Accreditation since our last visit. The only residential service in the North East of England to achieve this status. Their report said, "Balancing individuals complex needs and legislative restrictions positively through systems of continuous reflective learning and sector leading research provides a clear testament to their commitment, passion and dedication."

- The service were proactive in addressing the recruitment and retention of staff. The Skills for Care Locality manager said, "The directors knew finding the right staff with the right values was an issue. They faced this head on and responded to it. They have also given time for the change to bear fruit. The result is they have a stable and skilled workforce which jointly has a positive impact upon both people who live and work at Resolve. As a result of this Resolve were finalists in the Skills for Care Recruitment and Retention category at our 2020 Accolades national awards.
- The registered manager continued to develop their own leadership in their field and to share this with the whole service. They had produced an updated paper published in the Journal of Intellectual Disabilities and Offending Behaviour regarding the ongoing development of being outstanding in their field. Since our last inspection, the registered manager had continued to attend conferences and events, presenting and facilitating workshops and told us their focus was now encourage other senior team members to participate in conferences.
- The service had developed links with local universities in relation to graduate mentorship and leadership programmes as well as in research in to the field of supporting people with a learning disability and forensic background.

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

- Resolve continued to benefit from a committed to excellence provider. The registered manager and fellow director [who was the registered manager at the provider's other outstanding service] provided consistent support and leadership. The graduate manager, who was now close to completing two years training and support with the Skills for Care leadership programme told us they were exceptionally supported and mentored by the provider.
- There was a well-established and fully embedded governance and quality assurance framework in place. There was a systematic cycle of planning, action and review, reflecting aims and outcomes for people that incorporated the views of people, staff and partners.
- Strong risk management was pivotal to promote the safety of people using the service. The culture of briefing people before and after they were supported to attend activities to ensure they felt supported and the regular support staff check ins with team leaders to ensure staff felt confident ensured positive outcomes. One commissioner said, "I have found the management of staff excellent and the continuity of support is good they know the issues regarding people when I call or visit and any issues are quickly and confidently managed."
- The registered manager had an excellent understanding of their role in ensuring good governance and compliance with relevant legislation.

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

- People were empowered and enabled to take control of shaping the service they received. People who used the service were continuously involved and had a say in the vision of the organisation; this was demonstrated in people's involvement in care plans, house meetings and joint staff and people activities. This demonstrated a commitment to working in partnership with people, and ensuring their views were valued.
- People we spoke with told us they had daily contact with the registered manager and director of the service. One person said, [Name and Name] the registered manager and director tell us about everything that's happening. They are kind and caring and keep you safe."

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:

- There was a "no blame" culture to promote an open, honest and transparent culture within the home and

staff demonstrated a high value base. This was clearly led from the top down.

- Accidents, incidents and untoward events were fully investigated, and positive action taken to reduce the likelihood of such events occurring again in future.
- Reports and notifications were made to the relevant authorities in a timely way. Records were robust and completed to a very high standard.