

Brico Ltd

Bluebird Care (Guildford)

Inspection report

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Ratings

Overall rating for this service	Inspected but not rated
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Is the service safe?	Inspected but not rated
Is the service well-led?	Inspected but not rated

Summary of findings

Overall summary

About the service

Bluebird Care (Guildford) is a domiciliary care service that was providing personal and nursing care to 66 people within their own homes at the time of the inspection. The service supported people with a variety of needs including dementia, mental health and physical disability. The service also provides live-in care 24 hours a day, seven days a week, respite care and ad hoc support to people.

The registered manager and the management team cover two locations which are Bluebird Care (Guildford) and Bluebird Care (Rushmoor & Surrey Heath). This report is for Bluebird Care (Guildford) location and contains the feedback obtained from people being supported by this location. The nominated individual is in the process of registering with the CQC for both locations to operate from the same office. We inspected both locations as the concerns raised crossed-over both locations. The nominated individual is responsible for supervising the management of the service on behalf of the provider.

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

We found that risks to people had been assessed well by the service based on people's individual needs. Medicines were being managed safely for people and people were supported to manage their own medicines where possible. People gave positive feedback about the care and support they received. However, there were some occasions when people's care visits were late or re-arranged and people did not always receive the communication from the management team.

People told us on some occasions they had not received a response to their questions from the office team. The registered manager identified responding to people's queries as an area for improvement and they recruited additional office staff to review and develop the communication process with people where required.

The service has been through a restructuring process and this involved a turnover of staff, both carers and management staff with the aim to set up a stable team. People told us they had seen improvements in communication from the management team since the changes were made.

Feedback had been sought from people and relatives prior to the Covid-19 pandemic. A new survey would have been due for completion but had been delayed due to these circumstances. The registered manager indicated that a new feedback survey was being developed to send out in November/December 2020.

People told us they were happy with the staff who attended for home visits or provided live-in care. People and their relatives said they felt staff were kind, caring and supportive and always respectful. Relatives told us they were happy with the level of contact from the registered manager and the staff.

The registered manager was receptive of feedback and demonstrated a desire to ensure any developments were actioned as part of the ongoing development of the service. Staff gave positive feedback about the

registered manager.

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 07 October 2019).

Why we inspected

We undertook a targeted inspection to follow up on concerns which had been raised around staffing, management of medicines and management oversight of the service. This report only covers findings in relation to the Safe and Well-Led domains.

We found no evidence during this inspection that people were at risk of harm from this concern. Please see the Safe and Well-Led sections of this full report.

CQC have introduced targeted inspections to follow up on Warning Notices or to check specific concerns. They do not look at an entire key question, only the part of the key question we are specifically concerned about. Targeted inspections do not change the rating from the previous inspection. This is because they do not assess all areas of a key question

The overall rating for the service has not changed following this targeted inspection and remains good.

You can read the report from our last comprehensive inspection, by selecting the 'all reports' link for Bluebird Care (Guildford) on our website at www.cqc.org.uk.

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?

At our last inspection we rated this key question good. We have not reviewed the rating at this inspection. This is because we only looked at the parts of this key question we had specific concerns about.

Inspected but not rated

Is the service well-led?

At our last inspection we rated this key question good. We have not reviewed the rating at this inspection. This is because we only looked at the parts of this key question we had specific concerns about.

Inspected but not rated

Bluebird Care (Guildford)

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 two inspectors.

Service and service type

Bluebird Care (Guildford) is a domiciliary care agency. It provides personal care to people living in their own houses and flats. It provides a service to older people, people living with dementia and people who may have physical disabilities.

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

Notice of inspection

We gave 24 hours' notice of the inspection. This supported the provider and us to manage any potential risks associated with Covid-19. It was also to ensure the registered manager would be present 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 reviewed information shared with us by the provider and safeguarding concerns we had received from the service.

The provider was not asked to complete a provider information return prior to this inspection. This is information we require providers to send us to give some key information about the service, what the service does well and improvements they plan to make. We took this into account when we inspected the service

and made the judgements in this report.

During the inspection

We spoke with two people who used the service about their experience of the care provided. We spoke with six members of staff including the registered manager, office staff and care staff.

We reviewed a range of records. This included five people's care records. A variety of records relating to the management of the service, policies and procedures, incidents and accidents, quality audits and governance.

After the inspection

We continued to seek additional information from the registered manager with regards to additional supporting evidence. We also spoke to an additional three people who use the service, three staff members and three relatives via phone or email.

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. We have not changed the rating of this key question, as we have only looked at the part of the key question, we have specific concerns about.

We will assess all of the key questions at the next comprehensive inspection of the service.

The purpose of this inspection was to follow up on concerns that related to the management of medicines, risk and staffing.

Staffing and recruitment

- People told us although they felt the care they received from carers was excellent, on occasions they were left waiting for the carer to arrive but had seen an improvement recently. People told us there was no impact on them other than having to wait a bit longer. One person told us, "There was a period where some visits were late, but I am seeing an improvement now that all the holiday period is over." Another person told us, "There were a few occasions when they arrived late, but I am ok as I can do things myself. I think it has been a difficult period for everyone with this virus and must have some knock-on effects, but I think things are more settled now."
- The provider was installing a new secure system to enable staff to log in and out of care calls. This new system is to enhance and better the existing electronic system (PASS) in place for monitoring care calls. Staff would be required to scan a quick response (QR) code which would be available within the person's home. The registered manager stated, "We aim to have these installed within the next week to two weeks. We will follow this up with carers and it will be mandatory for staff to use the QR codes."
- The provider had made changes to the recruitment and monitoring process for agency staff. Concerns had been identified prior to the inspection around how the provider ensured safe processes for deploying agency staff. The registered manager told us about the new process where all agency staff go through a quality checking process which includes training checks, recruitment checks, and ongoing competency checks to ensure they can safely care and support people.
- The provider had a safe recruitment process for permanent staff. Robust recruitment checks had been completed, including checks on staff's conduct in previous social care roles and Disclosure and Barring Service (DBS) checks. This ensured potential staff members were not known to the Police for previous convictions or cautions and were suitable to support the people using the service.

Assessing risk, safety monitoring and management

- People had a detailed set of guidance for each care visit. This enabled staff to have a good understanding of what each person would like support with around their own risk and individual wishes. A person told us, "They [carers] have a good understanding of the support I have asked for. I like to be independent and it's a comfort to have them visit. They know me and what I like, and I could not be happier."
- Individual risks to people had been assessed with guidance in place for staff to follow. These included risks to people's mobility, falls, skin conditions and administration of medicines.

- People had detailed information around their specific support needs. One person who required support to be transferred had a detailed risk assessment which gave staff a good level of information around using the hoist and the angle at which to place equipment used to support transfers.
- Environmental risk assessments had been completed to support staff safety when visiting people's homes.

Using medicines safely:

- People told us they felt their medicines were managed safely. A person told us, "I take my own medicines and don't really need much help, but they are very good at making sure I am happy with this and they always seem to know what medicine I am taking when they ask me."
- People's care plans included information about the support they required with their medicines. Staff encouraged people wherever possible to manage their own medicines. Where support was necessary daily, care records detailed what support staff had provided with medicines each day.
- The registered manager was acting to ensure the National Institute for Health and Care Excellence (NICE) guidance around medicines in the community were followed. The provider had plans in place to assess everyone's ability to manage their own medicines.
- Guidance had been provided to staff about the application of creams, including body maps showing where they were to be used. Medicines administration and application records were fully completed.

Systems and processes to safeguard people from the risk of abuse

- People and their relatives told us they felt safe receiving care and support from Bluebird Care (Guildford). One person told us, "I feel safe with them. I think they are very good at what they do. I have no concerns at all with Bluebird. A relative told us, "We have visits and I have always felt safe and that they keep my [relative] safe. They really are very good."
- The provider had a safeguarding procedure which protected people from the risk of avoidable harm and abuse. Staff understood how to recognise different types of abuse and explained how they would report any concerns to management or the local authority.
- The provider had been acting on concerns raised for the people they supported. The registered manager spoke to us about how they were currently supporting a person who had been refusing care but felt to be at risk if care visits did not take place. The safeguarding risk had been identified and raised with the local authority and management were in the process of identifying ways to ensure this person remained safe at home.

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. We have not changed the rating of this key question, as we have only looked at the part of the key question, we have specific concerns about.

We will assess all of the key questions at the next comprehensive inspection of the service.

The purpose of this inspection was to follow up on concerns that related to the management and oversight of the service and engagement with people who use the service.

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

- The registered manager and the management team have oversight of both Bluebird Care Guildford and Bluebird Care Rushmoor & Surrey Heath. The nominated individual who oversees both locations is in the process of registering both locations to operate from the same office. This was primarily in response to the Covid-19 pandemic to reduce any cross-working. We covered both locations during this targeted inspection as the concerns raised crossed-over.
- The provider did not have an effective system in place to be able to monitor calls times. This meant that the registered manager was not always able to robustly manage when calls had been late or spot any potential pattern or trends. This was being actioned with the introduction of the QR scanning process and the management team were in the process of completing audits on monthly care visits data and care notes which started in November 2020. We will check on the progress of this at the next inspection.
- The registered manager recognised the pressures which had made the previous 12 months a challenge. The registered manager was accepting of feedback provided and indicated a desire to drive the service forward. The registered manager said, "We have been through a lot of changes in staff over the past year and when added with the pandemic it has been hard to reflect changes. Staff turnover in the office team has taken place and we have worked towards achieving where we want to be."
- The provider had quality assurance systems in place which were used to monitor key aspects of the service. The management team completed audits and checks on a regular basis and the registered manager was reviewing the auditing process in line with the changes the service was making to areas such as call times and feedback.

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

- People gave mixed feedback around how the service engaged with them. Some people said they didn't always get a call back from the office team to questions they had asked or to provide an update on any changes to daily care visits. A person told us, "It can be a bit hit and miss from office at times. Sometimes they need a bit of reminder to respond." Another person told us, "They are very nice when you speak with them and try their best to help where they can. I do have to call when I don't hear back, just to make sure

everything is ok."

- The registered manager talked to us about the improvements they were making to ensure people were responded to in a timely way. The provider recruited new staff within the management team including a new assistant care manager. This role includes responsibility to ensure messages from people are captured, documented and responded to appropriately. The registered manager said, "We have recruited an assistant care manager and she has brought about a really good change in support and has changed how previous issues are addressed."
- The registered manager and the management team spoke to us about developing ways of communicating change. During the inspection we discussed different ways the management team could engage staff and be clear and consistent in the way structural changes are presented and updates provided to increase team morale.
- People and relatives gave positive feedback about how they are included with reviews of care and support. People confirmed they were involved in making decisions about their care and had spoken with the registered manager and the office team to complete reviews. A person told us, "I get to have my opinion heard. We have reviews and look at everything that is happening for me. What I would like to change or what I am happy with. They are very good at making sure I feel respected and have a chance to talk about anything."
- The provider had launched a fight loneliness campaign alongside their annual rolling social events for people. The registered manager organised a popular poetry competition with the theme, "What does care mean for you." Entries were received from people, relatives and various members of the public including children and the feedback provided for the competition was positive.
- Due to the recent Covid-19 pandemic and structure changes to the service more time will be needed to see if these changes can be maintained and embedded consistently across the service. We will continue to monitor the service going forwards.

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

- The provider had been making changes to the structure of the service which had caused some disruption amongst staff. Although staff have said there had been a difficult period, improvements were being made in communication from the management team, so staff knew the direction of the service. Some staff still felt this could improve further but had faith in the registered manager to deliver and communicate the changes.
- People gave positive feedback about the outcomes of the care and support they received. A person told us, "I have different people coming but I know all of them. The ladies are very good. They are attentive and caring and make sure I have everything I need from them. I have nothing but good things to say about them." Another person told us, "They [staff] are kind and caring and take their time. Always talking to me and nothing is ever too much trouble for them. They make me feel relaxed and encourage me to focus on what's important to me."
- Staff gave positive feedback about the registered manager and the office team when they were able to get support. A staff member told us, "Managers are always asking for suggestions for improvement because we are on the front line and customers tend to tell us what they want. I am so confident that Bluebird Care is a caring professional company that is why I have stayed in their employment for so long."