

Age Concern Norfolk

Grays Fair Court

Inspection report

266 Dereham Road
New Costessey
Norwich
Norfolk
NR5 0SN

Tel: 01603594747
Website: www.acnorfolk.org.uk

Date of inspection visit:
13 April 2016

Date of publication:
29 April 2016

Ratings

Overall rating for this service	Good ●
Is the service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Good ●
Is the service responsive?	Good ●
Is the service well-led?	Good ●

Summary of findings

Overall summary

Grays Fair Court is registered to provide care and accommodation for to 20 older people needing respite care. It also provides care and support to people living in their own homes located on the site.

We inspected the service on 13 April 2016. The inspection was unannounced. At the time of our inspection 18 people were receiving respite and 23 people were receiving personal care in their own homes.

There was a registered manager in post at the time of our inspection. A registered manager ('the manager') is a person who has registered with CQC to manage the service. Like registered providers ('the provider'), 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.

CQC is required by law to monitor how a provider applies the Mental Capacity Act 2005 (MCA) and to report on what we find. Staff had received training in this area and demonstrated their understanding of how to support people who lacked the capacity to make some decisions for themselves.

People were at the heart of the service. Staff understood what was important to each person and worked closely with each other and other professionals to promote people's well-being and happiness.

Systems were in place to meet people's needs effectively and safely. Staff were aware of the procedures for reporting concerns and protecting people from harm. Staff were only employed after the provider had carried out satisfactory pre-employment checks. Staff were trained and were well supported by their managers. There were sufficient staff to meet people's assessed needs.

The CQC monitors the operations of the Mental Capacity Act 2005 (MCA) and the Deprivation of Liberty Safeguards (DoLS) which applies to care services. We found people's rights to make decisions about their care were respected. Where people were assessed as not having the mental capacity to make decisions, they had been supported in the decision making process. DoLS applications were in progress and had been submitted to the authorising body.

People received care and support from staff who were kind, caring and respectful. Staff respected people's privacy and dignity. People, their relatives, staff and other professionals were encouraged to express their views on the service provided.

People's health, care and nutritional needs were effectively met. People were provided with a varied, balanced diet and staff were aware of people's dietary needs. Staff referred people appropriately to healthcare professionals. People received their prescribed medicines appropriately.

Care plans contained all of the relevant information that staff required to meet people's needs and therefore people could be confident that they always received the care and support that they needed. Changes to

people's care was kept under review to ensure that the care and support provided was effective. The registered manager assessed any potential risks to people and staff and put preventive measures in place, where required, to manage identified risks.

Staff supported people to take part in hobbies, interests and activities of their choice. There was a varied programme of activities available to people. People were given lots of opportunities to meet each other socially and encouraged people to retain an active presence in their local community and to maintain personal interests and hobbies.

The registered manager was supported by senior staff and support workers. There was a good management structure in place and staff were clear on reporting procedures. People, relatives and staff told us the service was very well run and that the staff and the registered manager, were approachable. People's views were listened to and acted on.

The registered manager was known personally to everyone who used the service and provided staff with strong, values-led leadership. Staff worked together in a friendly and supportive way. They were proud to work for the service and felt listened to by the registered manager and provider.

The provider was committed to the continuous improvement of the service and maintained a range of auditing and monitoring systems to ensure the care provided reflected people's needs and preferences. The provider sought people's opinions on the quality of the service.

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 was safe.

People were supported to take their prescribed medicines.

There were sufficient numbers of staff to keep people safe and meet their assessed needs.

Staff were only employed after all the essential pre-employment checks had been satisfactorily completed.

Is the service effective?

Good ●

The service was effective.

Staff had the knowledge and skills required to meet people's individual needs and promote their health and wellbeing.

Senior staff provided staff with support, including regular direct observation of their care practice.

Staff worked very well with local healthcare services and supported people to access any specialist support they needed.

Staff assisted people to eat and drink whenever this was required.

Is the service caring?

Good ●

The service was caring.

Staff knew people as individuals and supported them to have as much choice and control over their lives as possible.

Care and support was provided in a warm and friendly way that took account of each person's personal needs and preferences.

People were treated with dignity and respect and their diverse needs were met.

Is the service responsive?

Good ●

The service was responsive.

People received care that was tailored and based on their needs and preferences. People were actively involved in the preparation and review of their personal care plan.

People were fully supported by staff to engage in activities.

People knew how to raise concerns or complaints and were very confident that the provider would respond promptly and effectively.

Is the service well-led?

Good ●

The service was well-led.

The culture of the service was positive, person centred and inclusive.

The management were described as approachable by staff and families. Feedback was regularly sought from families and comments and suggestions acted on.

There were robust systems to ensure quality and identify any potential improvements to the service. The regular audits carried out identified areas in need of improvement which were followed up in subsequent audits to ensure improvement were made and completed.

Grays Fair Court

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 was planned to check whether the registered persons were 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.

The inspection took place on 13 April 2016 and was unannounced. It was undertaken by one inspector.

Before the inspection, the provider completed a Provider Information Return (PIR). This is a form the provider completes to give some key information about the service, what the service does well and improvements they plan to make. The provider returned the PIR and we took this into account when we made the judgements in this report. We also reviewed other information that we held about the service as notifications (events which happened in the service that the provider is required to tell us about) and information that had been sent to us by other agencies.

We observed how the staff interacted with people and how they were supported during their lunch.

We spoke with five people who received personal care, and three people who were using the respite service, the registered manager, the interim manager of the personal care service and the newly appointed manager for housing with care, a team leader and two care staff

We also looked at two people's care records, staff training and recruitment records, and records relating to the management of the service including audits and policies.

Is the service safe?

Our findings

People told us they felt safe using the service and that care staff treated them very well. One person said, "There is always staff around and I feel very safe here." Another person told us, "I have my emergency bell if I need to use it. They [staff] come quickly when I have used, but it's not very often."

Staff demonstrated their knowledge on how to recognise and report any suspicions that people may have suffered any harm. They were knowledgeable regarding their responsibilities in safeguarding people and they had received training regarding protecting people from the risk of harm. They were aware of the safeguarding reporting procedures to follow when required. One member of staff said, "I would not hesitate in reporting any concerns to the [registered] manager. I did safeguarding training as part of my induction." Another member of staff said, "I would go straight to the (registered) manager, if I had any concerns about a person who I thought might be at harm." Another member of staff told us, "I would report any concerns to the team leader or the (registered) manager." All staff we spoke with told us where they had access to key contacts and telephone numbers in case of emergencies. These included but were not limited to, safeguarding, on call and head office contact numbers. We saw that there were safeguarding reporting guidelines available in the office to the Court which included key contact numbers for the local authority safeguarding. Records showed that appropriate processes had been followed to ensure people are kept safe from harm.

There were systems in place to reduce the risk of people being harmed whilst still promoting their independence. Information relating to the identified risks was detailed regarding how staff ensured that all measures were in place to keep people safe. Risk assessment were completed for but not limited to; the use of bedrails, wheelchairs, medication and falls. Risk assessments had been reviewed to ensure that they remained effective especially when people had recently started to receive a care and support package. This ensured people were kept as safe as possible

People we spoke with told us that staff were generally on time. One person said, "I have never known staff to be late, well not over half an hour." Where staff were late it was usually down to an emergency within the Court. One person told us, "I have had the odd time when they have been late but it's not a problem to me." People who were in the respite unit were very complimentary about the staff. They confirmed that there was always a member of staff available. One person said "I just have to call and they are very quick to respond." We found there were sufficient staff to meet people's needs and keep them safe. Staff we spoke with told us there were enough staff to meet the needs of the people and ensure their safety. One person told us, "The girls [staff] are lovely and always make sure I have everything I need before they leave. Sometimes they will pop back to check on me." Another person said "The staff are great. They never leave until I have everything I need. Including making me a cup of tea. They will pop back if I need them to." Daily records detailed what had been done during the call or during the shift on the respite unit. Information included spending time having a chat. One member of staff told us, "I love my job here and love spending time talking with people."

Staff confirmed that they did not start to work until their pre-employment checks had been completed. The registered manager told us about the recruitment procedure and showed us the relevant checks that had

been completed to ensure that staff were suitable to work with people living in the home. One staff member told us the process they had been through before they started their employment, which included an interview, references being taken up and having a criminal record check. They said, "I couldn't start until they (registered manager) had received all the required documentation.

People who needed staff assistance to take their medicines were supported safely. The provider used a 'medication risk assessment' form which identified the level of support each person required. This included, full support with ordering, collecting and administration to those people who only required prompting. The records were reviewed regularly by the registered manager and any issues identified were followed up as required. Care staff had all received medicines training and regular medicine competency checks to ensure that they appropriately assisted people with their individual needs and preferences.

Is the service effective?

Our findings

Everyone we spoke with told us that the staff all knew how to meet their care and support needs. One person told us, "They [staff] look after me so well, they are all very kind and know exactly how I like my care needs to be done." Another person said, "They [staff] are great at helping me and they seem to have lots of training. They tell me when they have been off doing it."

Newly recruited staff completed a detailed four day induction training programme before they started work as a full member of the care team. This included working towards a Care Certificate [a nationally recognised training standard for social care]. A newly recruited member of staff confirmed they had completed shadow shifts until they felt confident to work alone. A comprehensive training programme was in place which included both face to face and e-learning.

A detailed record was available which showed the training that staff had individually completed. The training record also highlighted any gaps in training. Training topics included; medicines, safeguarding and moving and handling and first aid. This ensured that staff had the appropriate skills to support people safely and effectively. A member of staff said, "The training is very good. I enjoy learning something new whenever I do any training, even when I have done it before." Another member of staff said "There is always training available and you can ask for specific training. For example diabetes". All staff that had worked for the service over a year confirmed they have received an annual appraisal.

The registered manager informed us that staff received supervisions on a monthly basis, this included face to face meetings, and also spot checks. During the face to face meetings staff had the opportunity to discuss training and development needs as well as any other relevant issues to enable staff to improve their care practices. Spot check were carried out by members of the management team whilst staff were providing care and support to people. The spot checks included how staff communicated with people and how they administered people's medicines.

Staff had been trained in, and showed a good understanding of, the Mental Capacity Act 2005 (MCA). This 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 people lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible. When people first started using the service, the provider assessed each person's capacity to consent to their care and support and this information was understood by staff and reflected in their practice. One staff member told us, "I always offer people a choice of what to eat or what to wear even when some people have difficulty in making a choice. It is their right"

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. The registered manager demonstrated a good understanding of 'best interests' processes.

Staff worked closely with a range of local healthcare services including GPs and community nurses. For example, one person told us, "When I became ill I used my call bell and the manager came straightaway and organised the doctor to come and see me. There is always someone around to help you when you need any support." Another person said "staff have called in the paramedics when my [family member] fell and was unable to get up from the floor. They are absolutely fabulous. I couldn't ask for more care and support for [family member]."

People that wished to come to the service's restaurant at lunchtime were supported as required. Each person's care plan detailed any particular likes or dislikes regarding food and choices of meals and these were understood and respected by staff. People's daily care notes detailed the support that had been offered and given at mealtimes. Some people chose to remain at home or in their room and staff assisted them by preparing their meals or collecting their meals for them from the restaurant where required.

Is the service caring?

Our findings

Everyone we spoke with told us that the staff who worked for the service were caring and kind. One person said, "The girls [staff] can't do enough for us they are all very good, very polite and always smiling." Another person told us, "I have been very lucky coming here the staff are very helpful and look after you when you need it. I couldn't ask to be in a better place." A third person said, "It's like a mini hotel and you are treated very well. First class service is what you receive here"

The registered manager told us and staff confirmed that they would spend time chatting with people. This happened in both people's homes and in the respite unit. People we spoke with valued the staff talking to them especially those in their own homes. One person said, "If staff didn't come in to see me I wouldn't see anyone as I like to stay in my room. Although I could go and join people downstairs. I would rather stay here."

People clearly appreciated the registered manager's commitment to providing them with more than just personal care and support. One person said, "I am treated very well here. The staff will do anything for you." Another person told us, "The staff are very kind and friendly. If I need some shopping they are always very obliging, even though it's not part of their duties." A person on the respite unit said, "we couldn't ask for more, we are treated like a member of family. They can't do enough for us."

All staff believed that people were at the heart of the service. They believed in making people's lives as happy as they can. One member of staff said "I am here to make sure people have the care they need. I like to make sure people remain as independent as possible." A person said, "The staff are always popping in to check on me and make sure I have everything I need. I can't thank all the staff they are brilliant at taking care of me." The registered manager told us the aim of the service was "To employ staff who are caring, listen, empower people to make choices, people focused, respectful and responsive to people's needs." One member of staff said, "I like to think that I am looking after a member of my family and treat them with respect." One person said "It's lovely the staff pop in everyday and check-up on me. I look forward to their smiling faces. They are so kind" Another person told us, "They always let me make my own choices." A member of staff told us, "All the care and support we provide is making sure we ask people what they want from us and I try to ensure they do as much for themselves as they can."

Staff demonstrated that they understood how important it was for people to maintain their independence and they reflected this in the way they delivered care and support. One staff member told us, "We support people to retain as much mobility as possible." One person said, "the girls always walk with me as I feel more confident walking if they are with me". One person told us, "I like to do things for myself and the staff always encourage me to have a go."

People also told us that staff supported them in ways that maintained their privacy and dignity One person said, "The staff are very respectful. They always knock and wait for me to answer before coming into my room." A staff member told us, "It's really important to do your best and treat people how you would like to be treated." Another member of staff said, "Some people have difficulty in accepting that they need help as

they have always been able to do things for themselves. We must bear that in mind when we are offering them help as it must be very hard for them. We need to give people time to do as much for themselves as they can"

Information on local advocacy services was included in the welcome pack that was given to people when they first started using the service. Information was also available on the notice board in the main entrance to Grays Fair Court and at various points throughout the building. Advocates are people who are independent of a service and who support people to make and communicate their wishes. The manager told us that no one currently had the support of an advocate, as most had family members who could assist them if required.

Is the service responsive?

Our findings

The registered manager told us that a care assessment was carried out before they started to provide people with care or before they received a period of respite. This was to ensure that people's needs could be met and that staff had the required skills to meet people's needs. The registered manager or a member of the management team would work with the person and or their relatives where appropriate to develop an individual care plan to meet their needs and preferences. One person told us, "I have my care discussed before each of my stays. They check that my needs haven't changed or if I need additional support." Another person said, "My family were with me when they [registered manager] came to talk to me about what care I needed. It's wonderful here."

Before people came to spend time in the respite unit, they were encouraged to visit with their families to make sure their needs could be met. One relative said, "From our first visit we knew it was where I wanted [family member] to stay. The staff are all very friendly and ensure [family member] has everything they need. We have been here on a number of occasions now. The staff always check on [family members] care needs and they have the right equipment available." The respite unit has a number of rooms with overhead tracking to support people's mobility needs.

People told us that they are asked about the staff that provide their care and can request a change as there is always more than one available." One person told us, "I had asked to have a member of staff changed as I didn't like the way they provided my care. [The registered manager] sorted this out and now I am very happy with the care I get from the girls [staff]." Another person told us, "I have been asked if I am happy and I told them 'They [staff] are great and are very happy in their work.'" The registered manager explained that it was important to make sure people were happy with the staff that were providing them with care and support

Care plans were person centred, and showed that people's individual preferences had been considered when the care package was developed. There was detailed guidance for staff on how to meet people's personal choices whilst also maintaining their independence as much as possible. For example, one person's plan gave staff information about what the person could do for themselves and then what support they needed from the staff. Another person's plan informed staff to 'Remind [person name] to take their medication.' People's records contained their life histories this helped staff in knowing and understanding people better. It also gave them talking points especially for those people whose memories were not as good as they once had been. A member of staff said, "The care files are very important. I always look at them on each visit to find out what support had been provided on the last visit. This helped when I am supporting someone to have something to eat; I can offer them something different.".

Care plans were reviewed and updated regularly by senior staff, involving each person in the process. One person told us, "[Name of staff] comes and goes through my plan with me. Before making any changes to my care they ask if I am happy with the changes to be made. My daughter is involved when she can be here."

A day service was run within Grays Fair Court and people told us that there were plenty of activities for them to get involved with. One person said, "Staff encourage me to join in so I don't spend all the time on my

own". Another person said, "I like my own company and will go down and join in if it interest me. This afternoon there is a film being shown. I might go down when I know what is being shown." A third person said "There's always something to do every day". A notice board showed the range of various activities. These included coffee mornings, games and quizzes. People told us they really enjoyed the social events and there was always lots of laughter and chatter.

The provider had a complaints procedure that outlined how complaints would be addressed. The complaints log at the service that showed they had received four formal complaints in the last year. Where complaints had been made, we found these they had been addressed in accordance with the provider's procedure.

Is the service well-led?

Our findings

Everybody we spoke with couldn't praise the service enough. One person told us, "I couldn't ask for better I am so glad we came here." A relative said, "They [staff] treat you like royalty whenever [family member] comes to stay. They even look after me. [The registered manager] is approachable and you can go to them at any time."

It was clear that the registered manager was very well known by the people living at Gray Fairs Court and was respected by everyone who used the service. One person said, "[The registered manager] is very kind and thoughtful. She's very good. We see her out and about" Another person told us, "[the registered manager] will always try to sort things out quickly. They keep you informed about what is happening with any issues that I have raised."

All the management team worked on the floor where needed especially if there was short term absence due to sickness of staff. Everyone received a personal call from a member of the management team to check that they were happy with the service. Staff on the respite unit checked with people daily that they were happy with their care. People we spoke to confirmed this. One person we spoke with said "Staff always ask to see I am getting everything I need." Another person said "Yes [the registered manager] visit me regularly and we have a chat about the service and she will sort out any problems I have straight away. She's wonderful I couldn't ask for better."

The people were at the very heart of the service, the registered manager had a strong commitment to continuous improvement to promote further people's welfare and happiness. The registered manager is a member of Norfolk Safeguarding Board and is the Chair of the Risk Performance sub group. This helped in ensuring good practice is brought back to the service.

Staff were complimentary about the registered manager and said that they were very motivated when coming to work and were well supported. All staff we spoke with were committed to achieving the best outcomes for people and ensuring they remained as independent as possible. One member of staff said, "The management support all staff as much as they support the people who use the service." Another staff member said, "I love my job and like to see people get the care and support they need. Including giving families some rest and support."

The registered manager demonstrated an open management style and strong values-based leadership of her staff team. She told us, "I have a great team. I would never ask anyone to do anything I wouldn't do myself." The registered manager's approach was clearly appreciated by staff. One staff member said, "She [the registered manager] is always approachable and helpful. I make a difference to people in making sure their care and support needs are met." Staff knew about the provider's whistle blowing procedure and said they would not hesitate to use it if they had concerns about the running of the service that could not be addressed internally. One member of staff said, "I would never be afraid to say what I think. Good or bad. I would definitely speak to the (registered) manager if I had concern about poor care and I am confident it would be dealt with appropriately. I always feel they will listen to my concerns."

Staff worked together in a friendly and supportive way. One member of staff said, "There's a happy atmosphere here and we work as a team, offering each other support when needed." Another staff member told us, "I really enjoy working here. It's such a happy place." There were regular staff meetings and we saw that a wide range of issues were discussed. Examples included; changes in people's visits and training issues and developments. This ensured that staff were given the opportunity to raise any issues or good practice.

The registered manager ensured staff had all the information they needed to support people and were kept up to date with any changes through regular meetings. The effectiveness of the leadership was evident in the teamwork we were told about by relatives and staff. One relative said "the team are great and you can go to any of them if you needed to raise an issue."

The registered manager told us in the Provider Information Return about their intention to introduce a new appraisal system to improve learning and encourage innovation. They were to introduce a monthly telephone survey to randomly survey six respite users after discharge about the quality of the service they had received. To provide an enhanced service the registered manager was going to employ additional staff so they can provide 24 hour care to people who live in their own homes.

An annual survey was conducted and a report was made available. As a result of the responses received, the registered manager had looked at the menu provision as this received a mixed response. Overall the responses were positive with people being very complimentary about the care and support provided.

The registered manager understood their legal obligations including the conditions of their registration. They had appropriately notified us of any significant incidents. There was a strong emphasis on continually striving to improve the service for people. Monthly quality assurance audits were carried out by the registered manager and senior staff of all aspects of the service to review the effectiveness of the support people received. The registered manager and or team leaders regularly spoke with people who received care and support from the service. The provider made sure actions were followed through, and issues identified in one audit were followed up in the next one to ensure the necessary improvements had been made.