

Safehands Care Limited

The New Mayfair Hotel

Inspection report

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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

The inspection visit at The New Mayfair was undertaken on 25 February 2015 and was unannounced.

The New Mayfair provides care and support for a maximum of 40 older people who live with dementia. Additionally, the service assists people with learning and physical disabilities, sensory impairment and mental health conditions. The provider offers support for people staying at the hotel for respite or holidays with care. At the time of our inspection there were 16 people staying at The New Mayfair. The hotel is situated close to Blackpool promenade, local shops and other amenities. All bedrooms have ensuite facilities and can accommodate private sleeping arrangements for people who wish to bring their own carers. There are several lounge and dining areas, as well as a public bar and an entertainment zone.

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

At the last inspection on 17 September 2014, we found the provider was meeting all the requirements of the regulations inspected.

During this inspection, people told us they felt safe whilst staying at The New Mayfair. One person said, "I definitely feel safe in the hotel and when I'm out and about with the carers." Staff demonstrated a good understanding of how to protect people against potential abuse. Risk assessments were in place to safeguard people against the risks of receiving unsafe care.

We found staffing levels were sufficient to meet people's requirements. Records we looked at contained evidence staff received regular training and supervision to underpin their roles. A staff member told us, "It's really helpful in me understanding and developing my strengths and weaknesses." The registered manager recruited and inducted staff safely to ensure they were suitable to work with vulnerable people.

The management team had systems in place to ensure the safe management of people's medication. Medicines were stored securely and the registered manager had suitable arrangements to audit all administration processes.

People had a range of meal options to choose from and told us they enjoyed their meals. One person said, "There's plenty of variety and choice. It's great." We saw the kitchen was clean and information was made available to staff about special diets and allergies. Staff had recorded people's dietary requirements and preferences.

Staff demonstrated a good understanding and practice of the Mental Capacity Act 2005 and associated Deprivation of Liberty Safeguards. Care records contained evidence of people's consent to their physical

health and social care packages. One person told us, "The staff never take over and always support me to decide what and when I want to do anything."

We observed staff were kind and courteous when they interacted with individuals who stayed at the hotel. People and their representatives told us staff consistently maintained their dignity and privacy. The provider had entertainment facilities and programmes in place and people told us staff effectively supported them with their social needs.

People's requirements were checked and documented when they booked a room and on arrival at the hotel. Care records we looked at were designed around the individual's abilities and aimed at promoting their independence. Staff regularly reviewed and updated associated documentation to respond to people's changing needs. One person told us, "The staff are really good at adapting. If something isn't working or isn't right, they try something else."

Staff and individuals who accessed the service told us the management team had a visible presence and were supportive. The provider had suitable arrangements to check and maintain staff, people and visitors' health, safety and wellbeing. This included opportunities to raise issues or suggestions about the improvement 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 said they felt safe whilst they stayed at the hotel. Staff demonstrated a good understanding of how to protect them from potential abuse.

We noted staffing levels were sufficient to meet people's needs. Staff received in-depth induction and systems were in place to ensure the recruitment of suitable employees.

Staff had received training to administer medication safely.

Is the service effective?

Good ●

The service was effective.

People said they felt staff were effective in their roles. Staff received training and supervision to support them in their roles.

Care files held evidence of people's recorded consent to care. Staff were knowledgeable about and had received training on the Mental Capacity Act 2005.

People told us they enjoyed their meals and staff provided a wide range of options.

Is the service caring?

Good ●

The service was caring.

People told us staff were caring and had involved them in their support. They said staff respected them and treated them with dignity and kindness.

Staff demonstrated a good understanding of how to meet people's requirements and supported them to maintain their independence.

Is the service responsive?

Good ●

The service was responsive.

People told us staff supported them with their activities and they felt fully occupied during their stay.

Care records were personalised and staff understood how to meet people's ongoing needs.

The management team provided people with information about how to complain if they chose to.

Is the service well-led?

Good ●

The service was well-led.

People and staff said the hotel was well managed. They told us the registered manager was kind and supportive.

People were able to comment upon the quality of their care. Staff had opportunities to raise issues or suggest ideas to improve the service.

A number of audits were in place to monitor the health, safety and welfare of people who stayed at The New Mayfair.

The New Mayfair Hotel

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 provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

The inspection team consisted of an adult social care inspector.

Prior to our unannounced inspection on 25 February 2015, we reviewed the information we held about The New Mayfair. This included notifications we had received from the provider, about incidents that affect the health, safety and welfare of people who stayed at the hotel. We checked safeguarding alerts, comments and concerns received about the service. At the time of our inspection there were no safeguarding concerns being investigated by the local authority.

We spoke with a range of people about this service. They included the nominated individual, registered manager, five staff members, four people who stayed at the hotel and a relative. We did this to gain an overview of what people experienced whilst accessing The New Mayfair.

We also spent time observing staff interactions with people who stayed at the hotel and looked at records. We checked documents in relation to four people and three staff files. We reviewed records about staff training and support, as well as those related to the management and safety of the home.

Is the service safe?

Our findings

People and their representatives told us they felt the provider and staff maintained their safety at The New Mayfair. One person said, "I feel safe. The staff are there when you need them." Another person added, "I did feel safe. The staff made sure of that." A relative stated, "It's a secure, safe, well-built hotel."

We assessed the systems the provider had in place to manage accidents and incidents. We saw records contained a brief outline of the event, along with actions staff had undertaken to manage the incident. The management team had recently improved these arrangements following an accident where this need was identified. The registered manager had acted on issues to minimise risk to people and to maintain their safety. We noted window restrictors were in place on the upper floors to protect individuals against harm or injury from falls. Staff checked water temperatures and thermostats were installed to ensure water was delivered in line with health and safety guidelines.

During our inspection, we looked throughout the hotel to ensure people were safe and comfortable. The registered manager told us The New Mayfair was closed for five to six weeks every year. During this time, the service underwent refurbishment and redecoration in order to keep disruption to a minimum and maintain safety. We observed the building had been redecorated to a high standard and was clean and smelt fresh to enhance people's well-being.

Care records we looked at included an assessment of risks to people whilst they accessed The New Mayfair. These related to potential risks of harm or injury and appropriate actions to manage risk. Assessments covered risks associated with, for example, movement and handling, environmental safety and medication. This meant the registered manager had guided staff to protect people from receiving unsafe or inappropriate care.

When we discussed the principles of safeguarding people from potential abuse, staff demonstrated a good understanding. One staff member said, "I would inform my manager and report it immediately to the local authority. I would also record everything." Records we looked at held evidence of staff receiving related training to underpin their knowledge. A safeguarding and whistleblowing policy was in place with details to guide staff to the organisations they should report concerns. This showed the registered manager had assisted staff to understand the procedures involved to protect people against abuse.

We checked staffing rotas and noted staff numbers and skill mixes were sufficient to meet people's requirements. On the day of our inspection, we saw there were 11 staff on duty, including three members of the management team. We observed staff were patient and took their time to engage with people. One person who stayed at the hotel said, "The call bell system is good and well attended by staff." A relative added, "They never rush [my relative], so I know there is plenty of staff around." Staff stated they felt levels were sufficient to ensure they could meet people's care needs. One staff member told us, "I feel there's enough staff on and we've got a good team. Our staff numbers mean people are supported and don't have to wait for anything."

We reviewed staff files to assess how the management team recruited personnel. Records in place included references and Disclosure and Barring Service (DBS) checks dated before staff commenced in post. Additionally, the registered manager had evidenced each employee's work history to ensure they were suitable to work with vulnerable people. A staff member told us, "It was a very in-depth interview, because we're dealing with vulnerable people. That gave me confidence in the service." The registered manager said, "We have changed how we recruit. We look at a minimum of level 2 NVQ [National Vocational Qualification] and focus more on care skills, rather than their hotel experience." This demonstrated the management team had appropriate arrangements to ensure they recruited suitable employees.

The registered manager told us new staff were required to complete a five-day induction before they provided personal care. This covered a wide range of guidance, including personal care, service policies, health and safety, safeguarding, whistleblowing, nutrition and medication. A staff member stated, "It was really intense training and as I have gone on it's all started to make sense. It's really helped me in my work." One person who stayed at the home confirmed, "New staff are well trained. I am confident staff are recruited and inducted properly."

We reviewed processes the registered manager had in place to ensure the safe administration of medicines. We checked associated records and found staff had completed these accurately. For example, hand-written records were legible and instructions were clearly outlined. Medicines were stored securely and the registered manager had suitable arrangements to audit all administration processes. Records we reviewed contained evidence staff had received appropriate training. A staff member told us, "I have been fully trained, but if there was any medication I didn't know I would contact the GP, pharmacy or I can [look on the internet]." We discussed medicines management with people who stayed at the hotel. One person said, "I have medical creams the staff have had to apply. They know what they're doing and are very professional and caring." This showed the registered manager had systems in place to protect people from the unsafe management of medicines.

Is the service effective?

Our findings

People we spoke with told us staff were effective in their duties and responsibilities. One person said, "The staff are really experienced. It helps me to relax because I know they're really well trained and know what they're doing." Another person added, "The staff were effective. They communicated well and knew what they were doing." A third individual stated, "The staff are well trained. For example, they know how to hoist me better than my own carers, which says a lot."

Staff files we reviewed contained certificates and training records evidencing employees had received guidance to support them in their roles. This included training on first aid, movement and handling, fire safety, food hygiene, communication, data protection and infection control. One staff member said, "The training is really good. They're very good in supporting me with things I want to do." Another staff member added, "The training is amazing, we get everything we need." We further noted staff had completed relevant qualifications to reinforce their effectiveness. A member of the management team told us, "I am undertaking my level five NVQ [National Vocational Qualification] to help me be more effective in my management role."

Staff informed us they received regular supervision to review their roles and responsibilities. Supervision was a one-to-one support meeting between individual staff and the registered manager to review their role and responsibilities. The sessions covered staff progress, areas for improvement, communication, skills, care practice, employment issues and further training needs. A staff member told us, "We have supervision every three months. It was new to me, but I understand how important this is in providing care." We noted new staff received more frequent supervision on commencement of employment to ensure they were fully supported.

Care files we looked at contained people's signed consent to their care. Additionally, records contained a checklist staff were required to complete once they had undertaken processes related to people's consent. This included, for example, the individual's signatures on their care plans, complaints procedure explained, mental capacity checked and care needs agreed. This demonstrated consent was in place and staff evidenced people were supported to understand related principles. One person told us, "They always check for my agreement before they start something." A staff member explained, "I always make sure we seek the guest's consent at the start and throughout their stay. Anything I do I always check they agree first."

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. The application procedures for this in care homes and hospitals are 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 were being met.

There were no current applications made to deprive a person of their liberty in order to safeguard them. Records we reviewed held documented evidence staff had received relevant training. A member of the management team told us about one individual who had refused to go to hospital for a health check. They observed the person was anxious and explored this further with them. They told us, "She wanted to go, but not in ambulance. She had full capacity, so it was up to her, with our encouragement and support, to make any decisions."

The Food Standards Agency had awarded The New Mayfair a two-star rating following their last inspection. This graded the service as 'improvement necessary' in relation to meeting food safety standards about cleanliness, food preparation and associated recordkeeping. The registered manager was transparent in acknowledging systems had not been in place or were not followed adequately. We noted the management team and kitchen staff were focused on ensuring food safety was maintained to a high standard. For example, detailed cleaning schedules were in place and the management team audited these for quality monitoring to improve cleanliness. Staff had received additional training. We found the kitchen was clean, tidy and well stocked with food supplies. The registered manager told us they had recently recruited an experienced and knowledgeable chef. They explained, "We are excited about the impact they will have on improving the recent issues we had."

We reviewed menus and meal options and we noted variety and choice was made available to people. This included two starter options, as well as four choices of main course and desert during the evening meal. Additionally, staff provided a wide range of options during breakfast and lunch, if requested. People we spoke with said they enjoyed their meals. One person told us, "The food is very good. You can have more if you want and there is plenty to choose from." Another person added, "The food was good, I always got a choice."

Care records contained information about support people required from other healthcare professionals, their GPs, district nurses and social workers. We noted care plans included details to guide staff about the individual's medical conditions. A member of the management team told us of an incident when one person needed medical attention and an ambulance was called. They encouraged the individual to attend hospital in order to have a full health check. The person recovered and returned to the hotel, where staff continued to support and monitor them. The management team member told us, "My main concern was [the person's] health and to make sure she had all the options made available to her." This demonstrated the registered manager had ensured people's continuity of care by having access to other services.

Is the service caring?

Our findings

Everyone we spoke with said staff were kind and had a very caring attitude. One person told us, "They completely respect me." Another person added, "The staff are good. They're kind and patient." A third individual commented, "I'm independent and the staff knew and respected that." A relative stated, "The staff go above and beyond."

Staff had a good understanding of people's care planned needs. We saw they engaged in a caring and supportive way with individuals who accessed the hotel. Throughout our inspection, we found the atmosphere was calm and friendly. People were relaxed and comfortable and told us staff assisted them to maintain their independence. One person said, "They encourage me to do things for myself." Another individual added, "The staff are encouraging, but don't take over." Staff demonstrated an awareness of how to support people to retain as much control over their lives as possible. This included accessing relevant organisations to assist individuals to gain an independent voice. A staff member told us, "We have never had to, but we would not hesitate to get advocacy involved to make sure people have a voice."

We observed staff had a courteous and friendly attitude towards people who stayed at The New Mayfair. Staff interacted with individuals every time they entered communal areas and used a respectful and kind approach. For example, we noted staff took their time and chatted about the weather and current affairs. We discussed dignity in care and privacy with staff, who demonstrated a good understanding of related principles. One person who stayed at the hotel said, "The staff always keep my dignity and privacy throughout when they assist me with personal care." We noted care records included agreed and signed consent to sharing of information, where this became necessary. This meant the registered manager had systems in place intended to protect people's privacy.

From referral to discharge, we found care records held detailed evidence of people or their representatives involved in their support. Prior to accessing the hotel, staff contacted individuals to check their needs. This included a review of their preferred requirements around staff assistance and any other requests to enhance their holiday. We saw this was reassessed by staff on arrival, who discussed and agreed care planning with individuals or their relatives. One relative told us, "We sat down and discussed and agreed [my wife's] care. They really included my wife in the discussions."

We found staff checked people's diverse and cultural needs and observed they treated them as individuals. For example, one person told us, "They treat you like a guest, not someone who is disabled. I feel an equal because they respect me." Additionally, the management team had checked people's preferences and wishes in relation to their support. For example, we noted care records included people's choice in relation to gender of staff, meals, portion sizes and interests. One person told us, "A male carer came for one visit, but asked first if it was ok before he came in. I didn't mind, it was good to know they would respect my wishes." This showed people were involved in their care and staff were guided in how to support them.

We observed the provider had recently completed a programme of redecoration and found this was done to a high standard. This included new flooring and the use of warm colours. People told us they found the

colour schemes and refurbishment had enhanced their comfort and experience whilst staying at the hotel.

Is the service responsive?

Our findings

People told us staff supported them with their activities and they felt fully occupied during their stay. One person said, "I went on some of the rollercoasters with the carer. It was very exhilarating." Another person added, "It's so much fun. We're really well entertained by the hotel."

Staff supported people's specified social needs as part of their care packages during their stay at the hotel. For example, they assisted individuals to go shopping, for walks down the promenade or to Blackpool's various entertainment facilities. Additionally, the registered manager provided entertainment for people within the hotel. This included games, access to televisions, a pool table, slot machines and regularly booked performers. One person told us, "They had entertainers every night, which was pretty good. It helped me to relax." We additionally observed staff engaged with individuals in a meaningful way whenever they entered communal areas. For example, staff were friendly and discussed the weather, recent news events or checked what they had done that day.

Staff had discussed and recorded people's requirements when they booked a room to ensure they could meet their needs. We found care documentation was reviewed with the individual when they arrived at the hotel. Staff continued to discuss assistance with people or their representatives and updated records if changes occurred during their stay. A staff member told us, "I want to connect with people so I need to understand their needs and who they are. The care plans have really improved and I have better understanding now." One person commented, "They called us three times prior to our trip to check what we needed and what care we required. Then, on arrival, they checked again." The management team had assessed care requirements to guide staff to respond to people's ongoing needs.

We observed staff consistently offered people choice throughout our inspection. This included meal options and checking what individuals wanted to do and where they wanted to go. Care records we looked at contained people's recorded preferences in relation to their care and stay at the hotel. The registered manager had provided opportunities for people to choose how they wanted to be supported. This included their preferences to enhance their wellbeing and experiences of staying at The New Mayfair.

Staff completed care planning with a personalised approach, involving people whilst they stayed at The New Mayfair. Documentation we looked at contained an outline of each individual's social and personal care needs and agreed support packages. This included specialist equipment, number of staff required for care provision and bedroom requirements. One person told us they regularly accessed the hotel and commented, "The staff know me and my needs. So it's like an extension of my care at home." The registered manager had fully guided staff to ensure care was responsive to people who accessed the hotel.

We observed the service's complaints procedure was displayed on notice boards throughout the hotel. Staff additionally provided this to people on their arrival. We noted information matched the provider's complaints policy. The protocol included details about the various stages of a complaint and how people should expect their concerns to be addressed. The provider had incorporated organisation contact details people could access if they were dissatisfied with how their complaint was managed. A staff member told

us, "No matter what it is we take complaints seriously and have to complete a form. We try and rectify it. The manager looks at them regularly to see any themes so that we can try and improve."

At the time of our inspection, the registered manager had not received any complaints in the previous 12 months. However, people told us staff had made them aware of how to comment about their care if they chose to. One person said, "We know how to complain, they told us about that. We have no complaints, we enjoy coming here." This showed the provider had supported staff and people to understand procedures in place.

Is the service well-led?

Our findings

Staff and people who lived at the home told us they felt The New Mayfair was well managed and organised. One person said, "There's always one if not two managers on duty. They chat with me and check if I have everything I need." Another individual commented, "The managers are lovely. They sometimes do personal care, which tells me they are keeping an eye on things." A staff member stated, "The management is good. We work as a family and are well supported."

The management team regularly completed a range of audits to assess the quality of care people received. These included checks of care files and consent processes, dietary sheets, environmental and fire safety, recruitment, training and medication. Additionally, the registered manager regularly audited environmental safety, including fire safety and checks of associated equipment. Staff monitored when the hotel's gas, electrical and legionella safety certification were due and we noted these were in date. We reviewed a sample of the audits over a period of time and noted identified issues were followed up and addressed. The management team monitored quality assurance to maintain people's safety and welfare.

We discussed quality assurance with people who accessed the hotel frequently to confirm their experiences over a period of time. One person told us, "I've made suggestions in the past and when I go back it's incredible to see the manager has listened and followed my idea. It's made the service better." A member of the management team said, "Because of what we have improved, we've seen a growth in our service and a big increase in occupancy. The continuity of care we provide has meant people have got to know us."

We observed the management team were 'hands on' in their approach and assisted staff in their work. The atmosphere was calm and people approached the management team members in a relaxed manner. One person told us, "I really like all the managers. They're out in the hotel supporting and supervising the staff." Staff we spoke with said the management team were supportive and there was good leadership at The New Mayfair. One staff member stated, "The manager is very fair and I find her approachable and supportive."

Records we looked at evidenced staff and the management team met regularly to discuss any issues or ideas for improvement. A staff member confirmed, "Communication flows really well. We have regular main meetings as well themed meetings, such as restaurant procedures and the new care planning system." Meetings from minutes included documentation of staff following up identified issues and taking action to address them. The provider had a range of policies in place to support staff in their responsibilities. These included procedures related to people's welfare and the safety of everyone within the hotel. Staff told us they felt involved in the ongoing improvement of the service. For example, one staff member said they found care plans were not always informative. They stated, "I discussed this with the management team and felt really listened to."

The registered manager supported people and their representatives to comment about their experiences of staying at The New Mayfair. This was achieved through 'guest satisfaction questionnaires' and additional follow-up surveys following their holidays. The documents covered areas such as check-in, staff attitude, food, facilities, entertainment, trips, equipment, social support and personal care. Comments we saw from

recent surveys included "Staff were very friendly, helpful and approachable" and "Staff very caring, flexible and helpful."