

Insight Specialist Behavioural Service Ltd

Insight Teynham

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 

Overall summary

We carried out this inspection on the 28 August and 1 September 2015, and it was unannounced.

Insight Teynham is a privately owned care home, providing personal care and accommodation for up to 11 adults with learning disabilities, some of whom may have behaviours that may harm themselves or others. There were 11 people living at the service at the time of the inspection. People had complex needs, including mental

health and physical health needs. It is one of a group of five care homes owned by Insight Specialist Behavioural Service Ltd. The home is situated near the amenities of Teynham.

Due to people's varied needs, some of the people living in the service had a limited ability to verbally communicate with us or engage directly in the inspection process. People demonstrated that they were happy in their home by showing warmth to the staff that were supporting

Summary of findings

them. Staff were attentive and interacted with people in a warm and friendly manner. Staff were available throughout the day, and responded quickly to people's requests for help.

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

CQC is required by law to monitor the operation of the Deprivation of Liberty Safeguards. The registered manager and staff showed that they understood their responsibilities under the Mental Capacity Act 2005 and Deprivation of Liberty Safeguards (DoLS).

Where people lacked the mental capacity to make decisions the home was guided by the principles of the Mental Capacity Act (MCA) 2005 to ensure any decisions were made in the person's best interests. Staff were trained in the Mental Capacity Act 2005 (MCA) and showed they understood and promoted people's rights through asking for people's consent before they carried out care tasks.

Staff had been trained in how to protect people from abuse, and discussions with them confirmed that they knew the action to take in the event of any suspicion of abuse. Staff understood the whistle blowing policy and how to use it. They were confident they could raise any concerns with the registered manager or outside agencies if this was needed.

Staff were knowledgeable about the needs and requirements of people using the service. Staff involved people in planning their own care in formats that they were able to understand, for example pictorial formats. Staff supported them in making arrangements to meet their health needs.

Staff were recruited using procedures designed to protect people from the employment of unsuitable staff. Staff were trained to meet people's needs and were supported through regular supervision and an annual appraisal so they were supported to carry out their roles.

Medicines were managed, stored, disposed of and administered safely. People received their medicines when they needed them and as prescribed.

People were provided with food and fluids that met their needs and preferences. Menus offered variety and choice.

There were risk assessments in place for the environment, and for each individual person who received care. Assessments identified people's specific needs, and showed how risks could be minimised. People were involved in making decisions about their care and treatment.

There were systems in place to review accidents and incidents and make any relevant improvements as a result.

The registered manager investigated and responded to people's complaints and people said they felt able to raise any concerns with staff.

Staff respected people and we saw several instances of a kindly touch or a joke and conversation as drinks were being made and at other times during the day.

People were given individual support to take part in their preferred hobbies and interests.

There were systems in place to obtain people's views about the quality of the service and the care they received. People were listened to and their views were taken into account in the way the service was run.

Summary of findings

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.

People were protected from abuse by staff who understood the daily challenges they faced and how they communicated their needs.

There were sufficient staff to meet people's needs. Recruitment processes were safe and ensured only suitable staff were employed.

People received their medicines when they needed them and as prescribed.

Incidents and accidents were investigated thoroughly and responded to appropriately.

Risks to people's safety and welfare were assessed. The premises were well maintained and equipment was checked and serviced regularly.

Good



Is the service effective?

The service was effective.

People and their relatives spoke positively about the care they received. The food menus offered variety and choice and provided people with a well-balanced and nutritious diet.

Staff ensured that people's health needs were met. Referrals were made to health professionals when needed.

Staff understood people's individual needs. They had received appropriate training and gained further skills and experience through extended training in behaviours that challenged.

Staff were guided by the principles of the Mental Capacity Act 2005 and the Deprivation of Liberty Safeguards to ensure any decisions were made in the person's best interests.

Good



Is the service caring?

The service was caring.

Staff treated people with dignity and respect. Staff were supportive, patient and caring. The atmosphere in the service was welcoming.

Wherever possible, people were involved in making decisions about their care and staff took account of their individual needs and preferences.

Good



Is the service responsive?

The service was responsive.

People and their relatives were involved in their care planning. Changes in care and treatment were discussed with people which ensured their needs were met.

Care plans were comprehensive and records showed staff supported people effectively.

A broad range of group activities was provided and staff supported people to maintain their own interests and hobbies.

Good



Summary of findings

People were given information on how to make a complaint in a format that met their communication needs. The provider listened and acted on people's comments.

Is the service well-led?

The service was well-led.

The staff were fully aware and used in practice the home's ethos for caring for people as individuals, and the vision for on-going improvements.

A system was in place to regularly assess and monitor the quality of service people received, through a series of audits. The provider sought feedback from people and acted on comments made.

Visitors were welcomed and the registered manager communicated with people in an open way.

Good



Insight Teynham

Detailed findings

Background to this inspection

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

This inspection took place on the 28 August and 1 September 2015 and was unannounced. The inspection team consisted of two inspectors.

Before the inspection, the provider completed a Provider Information Return (PIR). This is a form that asks the provider to give some key information about the service, what the service does well and improvements they plan to

make. We examined previous inspection reports and notifications sent to us by the registered manager about incidents and events that had occurred at the service. A notification is information about important events which the provider is required to tell us about by law.

We spoke with the registered provider, the registered manager, and four members of staff. We spoke with seven people and two relatives. We asked three health and social care professionals for their views about the service. We looked at personal care records for two people, medicine records; activity records and staff told us about the recruitment process. We observed the care provided to people who were unable to tell us about their experiences.

We last inspected the service Insight Teynham on 2 October 2013, where no concerns were identified.

Is the service safe?

Our findings

People told us that they had positive experiences and felt safe living at Insight Teynham. One person said, “I like it here”. One relative said, “Safe, yes no worries”. A social care professional commented, that “Staff always had the person’s best interests at the forefront of the work they did, ensuring that people were kept physically safe from harm”.

There were enough staff with the right skills and experience to care for people safely and meet their needs. The team leader showed us the staff duty rotas and explained how staff were allocated to each shift. The rotas showed there were sufficient staff on shift at all times. The team leader said if a person telephones in sick, the person in charge would ring around the other carers to find cover. This showed that arrangements were in place to ensure enough staff were made available at short notice. We saw that there were enough staff to supervise people and keep them safe. There were sufficient staff on duty to enable people to go to planned activities, for example going for a walk, or going for a swim. Staffing levels were regularly assessed depending on people’s needs and occupancy levels, and adjusted accordingly.

People were protected from the risk of receiving care from unsuitable staff. Staff had been through an interview and selection process. The registered manager followed a policy, which addressed all of the things they needed to consider when recruiting a new employee. Applicants for jobs had completed applications and been interviewed for roles within the service. New staff could not be offered positions unless they had proof of identity, written references, and confirmation of previous training and qualifications. All new staff had been checked against the disclosure and barring service (DBS) records. This would highlight any issues there may be about new staff having previous criminal convictions or if they were barred from working with people who needed safeguarding. Successful applicants were required to complete a two week induction programme during their probation period, so that they understood their role and were trained to care for people safely.

There was a safeguarding policy, and staff were aware of how to protect people and the action to take if they suspected abuse. Staff spoke confidently about keeping people safe. Staff were able to describe the signs of abuse and what they would do if they had any concerns such as

contacting the local authority safeguarding team. Staff had received training in protecting people, so their knowledge of how to keep people safe from abuse was up to date. The registered manager understood how to protect people by reporting concerns they had to the local authority and protecting people from harm. The registered manager said if any concerns were raised, they would telephone and discuss them with the local safeguarding adult’s team. All staff had access to the local authority safeguarding protocols and this included how to contact the safeguarding team. Staff understood that they could blow-the-whistle to care managers or others about their concerns if they needed to. People could be confident that staff had the knowledge and skills to recognise and report any abuse appropriately.

There were a number of risk assessments in place for the people living at the service. There were detailed risk assessments in place for all community activities. These activities included walking to the shops, going to the park, walking dogs and a visit to a local bird park. These risk assessments identified how many staff members would be needed to support an activity and contact numbers in case of an emergency. The risk assessments were undertaken each time a community activity was taking place. This meant that people were given opportunities to take part in activities because measures were put in place to ensure that they could do them safely. This balanced safety concerns with the rights of people to make choices and take part in activities they enjoyed.

There were challenging behaviour support plans in place and staff had received training about people’s behavioural support needs. Information included specific triggers and how a person should be supported to become calm again after an incident. This meant that people were appropriately supported and staff had clear guidance concerning how to help people if they became distressed. A health care professional told us, that challenges were extremely well managed with strategies in place to minimise any impact of such behaviours in order to keep the individuals, staff and others safe.

The service monitored accidents and incidents. The records showed that the registered manager and team leaders were reviewing the reports and monitoring for any potential concerns. This ensured that risks were minimised and that safe working practices were followed by staff.

Is the service safe?

People were protected from the risks associated with the management of medicines and were supported to receive their medicines safely. All medicines were stored securely and appropriate arrangements were in place for obtaining, recording, administering and disposing of prescribed medicines. Appropriate assessments had been undertaken for people around their ability to take their medicines and whether they had capacity to make informed choices about medicines. They knew how people liked to take their medicines and medication administration records (MAR) confirmed that people received the medicines as prescribed. There was information for staff to read about possible side effects people may experience in relation to certain medicines. Only senior staff undertook the lead role for medicines. Staff who administered medicines received regular training. Staff administering medicines did this uninterrupted as other staff were on hand to meet people's needs. Staff knew how to respond when a person did not wish to take their medicine. Staff understood how to keep people safe when administering medicines.

The premises had been maintained and suited people's individual needs. The team leader told us that there were plans in place to re-decorate the kitchen, dining room and

corridors in the near future. Equipment checks and servicing were regularly carried out to ensure the equipment was safe and fit for purpose. Environmental risk assessments were in place to minimise the risk of harm. Other risk assessments included general welfare, slips trip and falls, infection control, lone working, exposure of blood borne viruses. This showed us that the premises, equipment and work was regularly assessed and protective measures were put in place to support staff carrying out their duties safely.

The provider had policies about protecting people from the risk of service failure due to foreseeable emergencies so that their care could continue. The registered manager had an out of hours on call system, which enabled serious incidents affecting people's care to be dealt with at any time. People who faced additional risks if they needed to evacuate had an emergency evacuation plan written to meet their needs. Staff received training in how to respond to emergencies and fire practice drills were in operation. Records showed fire safety equipment was regularly checked and serviced. Therefore people could be evacuated safely.

Is the service effective?

Our findings

People told us that staff looked after them well. People who were able to commented, “I like the staff”. Relatives told us, “Staff support him the best they can”, and “They look after his welfare”. A social care professional told us, there had been a huge improvement in their client, when he moved into the service. They said that “He now discusses his concerns with staff and takes part in any discussion with staff in relation to keeping him safe”. A health care professional told us, the provider and individuals were very caring and promoted ‘empowerment and individualised support and mentoring for individuals’.

New staff inductions followed nationally recognised standards in social care and included specific training about learning disabilities and challenging behaviour. New staff received two weeks of induction training, which provided them with essential information about the challenges people faced living with a learning disability and their duties and job roles. This included shadowing an experienced worker, getting to know peoples’ behaviours and triggers until the new member of staff was assessed as competent to work unsupervised. Staff had completed or were currently undertaking vocational qualifications in health and social care. These are work based awards that are achieved through assessment and training. To achieve vocational qualification candidates must prove that they have the competence to carry out their job to the required standard. This allowed management to ensure that all staff were working to the expected standards, caring for people effectively, and for staff to understand their roles and deliver care effectively to people at the expected standard.

Staff received refresher training in a variety of topics such as moving and handling and food hygiene. The staff training record showed all the training that staff had received. Staff were trained to meet people’s specialist needs such as, autism and Asperger’s. They also completed practical training in behaviours that challenge and behaviour intervention. Staff said the training they undertook, enabled them to give people the support they needed. A health care professional told us, staff were encouraged to develop their skills to meet the needs of individuals.

Staff were supported through individual one to one meetings and appraisals. These provided opportunities for staff to discuss their performance, development and

training needs, which the provider monitored effectively. Staff said they found supervisions useful and that it helped them improve their performance. In this small service staff saw and talked to each other every day.

Staff were aware of their responsibilities under the Mental Capacity Act 2005 (MCA), and the Deprivation of Liberty Safeguards (DoLS) and had been trained to understand how to use these in practice. People’s consent to all aspects of their care and treatment was discussed with them or with their legal representative as appropriate. We observed that staff asked people’s consent before assisting with any personal care. Mental capacity assessments had been completed as appropriate. These documented the ability of the person to make less complex decisions, as well as information about how and when decisions should be made in the person’s best interest. The management team were aware of how to assess a person’s ability to make less complex decisions.

The Care Quality Commission (CQC) monitors the operation of the Deprivation of Liberty Safeguards (DoLS) which applies to care homes. The registered manager understood when an application should be made and how to submit them. Care plan records demonstrated DoLS applications had been made to the local authority supervisory body in line with agreed processes. This ensured that people were not unlawfully restricted.

People were supported to have a balanced diet. There were menus in place. The menu gave people a variety of food they could choose from. The quality assurance survey undertaken by the provider showed that people were offered choices over things they wanted in their life, for example what they ate. The staff knew people well and asked each week if people had any special requests or any requests. Staff supported people to make hot and cold drinks throughout the day. People were offered choices of what they wanted to eat and records showed that there was a variety and choice of food provided. People were weighed regularly to make sure they maintained a healthy weight.

The registered manager had procedures in place to monitor people’s health. Health action plans had been discussed with people and completed. Referrals were made to health professionals including doctors and dentists as needed. All appointments with professionals such as doctors, opticians, dentists and chiropodists had been recorded. Future appointments had been scheduled

Is the service effective?

and there was evidence of regular health checks. People's health and well-being had been regularly and professionally assessed and action taken to maintain or improve people's welfare.

Is the service caring?

Our findings

People told us the staff are all very good. Due to some people's varied and complex needs they had a limited ability to understand and verbally communicate with us. We observed the way that staff interacted with people living at the home and found that they responded sensitively to their needs. Staff recognised and understood people's non-verbal gestures and body language. This enabled staff to be able to understand people's wishes and offer choices. We found that people's social and emotional needs were considered and catered for as well as their physical care needs.

Staff chatted and joked with people and ensured that the people felt comfortable. One relative commented, "Always been a friendly place", and "They know what he likes and they know his needs". A social care professional told us, that the staff work closely with an in house multi-disciplinary team, so all aspects of individuals' care is covered.

There was a relaxed atmosphere in the service and we heard good humoured exchanges with positive reinforcement and encouragement. We saw gentle and supportive interactions between staff and people. Staff demonstrated an understanding of people's diverse needs and were able to tell us about non-verbal actions and signs that people used to communicate their needs. All members of staff regularly interacted with each person who lived at the service throughout our inspection. This demonstrated that staff involved people and this in turn helped to promote their well-being.

Relatives told us they always felt welcomed when they visited and had been involved in planning how they wanted their family member's care to be delivered. Relatives felt involved and had been consulted about their family member's likes and dislikes, and personal history. People indicated through facial expressions and gestures that staff knew them well and that they exercised a degree of choice throughout the day regarding the time they got up, went to bed, whether they stayed in their rooms, where they ate and what they ate. We observed that people could ask any staff for help if they needed it. People were given the support they needed, but allowed to be as independent as possible too.

The staff recorded the care and support given to each person. People were encouraged to discuss issues they may have about their care. People told us that if they needed to talk to staff or with the registered manager they were listened to. Each person was involved in regular reviews of their person centred plan, which included updating assessments as needed. The records of their care and support, which were both written and pictorial, showed that the care people received was consistent with the plans that they had been involved in reviewing.

Relatives told us and we saw that people's privacy and dignity was respected. Staff knocked on bedroom doors and waited for a response before entering. Staff gave people time to answer questions and respected their decisions. Any support with personal care was carried out in the privacy of people's own rooms or bathrooms. Staff supported people in a patient manner and treated people with respect. Requests for help or attention were responded to promptly by staff.

Staff spoke to people clearly and politely, and made sure that people had what they needed. Staff spoke with people according to their different personalities and preferences, joking with some appropriately, and listening to people. People were relaxed in the company of staff, and often smiled when they talked with them. Support was individual for each person.

People were able to choose where they spent their time, for example, in their bedroom or the communal areas. People were able to choose the décor for their rooms and could bring personal items with them. We saw people had personalised their bedrooms according to their individual choice. People were invited to attend residents' meetings, where any concerns could be raised, and suggestions were welcomed about how to improve the service. Relatives told us that they could talk freely to the registered manager. One relative said, "The manager is involved and knows what is going on". The registered manager followed up on any suggestions or any concerns raised and took appropriate action to bring about improvements in the service.

Information about people was kept securely in the office and the access was restricted to senior staff. When staff completed paperwork they kept this confidential.

Is the service responsive?

Our findings

Staff told us that people received care or treatment when they needed it. One relative told us, “If I cannot get down to see him, I telephone and they update me on what he has been doing”. They said that staff brought their relative for a home visit on a regular basis. Another relative told us that they were informed of the six monthly reviews and attended these meetings. A social care professional told us, they were kept informed of any concerns regarding their client, so that they could be proactive in the approach when dealing with situations that may impact on his well-being. A health care professional told us, the service continually reviews, adapts and changes their responses to meet the diverse needs of the individuals they support.

People and their relatives or representatives had been involved when assessments were carried out. People’s needs were assessed and care and treatment was planned and recorded in people’s person centred plan. There were comprehensive needs assessments in place, detailing the support people needed with their everyday living. These person centred plans contained clear instructions for the staff to follow so that they understood how to meet individual care needs. For example, “I complete my morning routine in my en-suite bathroom with my staff member outside the room, but in my bedroom”. The staff knew each person well and was able to respond appropriately to their needs in a way they preferred and was consistent with their plan of care.

The person centred plans included detailed information about support needs relating to communication, health needs and how to help people experiencing anxiety. Person centred plans were written in easy to understand plain English, and this meant that they were clear and understandable. It showed that people’s needs were clearly documented for the staff that supported them.

People’s needs were recognised and addressed by the service. The level of support people needed was adjusted to suit individual requirements. The person centred plans contained specific information about the person’s ability to retain information or make decisions. Staff encouraged people to make their own decisions and respected their choices. Changes in care and treatment were discussed

with people before they were put in place. People had their individual needs regularly assessed, recorded and reviewed. They and their relatives as appropriate were involved in any care management reviews about their care.

Clear guidance was in place for staff to support people who presented behaviours that could harm them or other people. The specific behaviours that the person may exhibit were clearly listed, together with the appropriate response that staff should take and information about what could trigger the behaviour. People’s changing needs were observed and recorded on a daily basis. The information was monitored and reviewed by staff. Any particular issues were discussed at a weekly clinical review meeting attended by the provider and senior staff. A member of the team assessed, reviewed and gave advice about how to support people with their behaviours. Their findings were then fed back into the person centred plans, risk assessments and behaviour guidelines to make sure that they were up to date. People’s needs were monitored and reviewed on a regular basis to ensure that their needs were met.

People were supported to take part in activities they enjoyed. A social care professional told us, that people engaged in a range of community or educational activities and these were kept under review, demonstrating people had genuine choice in activities outside in the community. Records showed that people had the opportunity to access the local community such as walks, pub meals and visiting relatives. People told us they were able to celebrate events that were important to them, such as birthdays. We saw that people were supported to go out to their planned activities. Activities were individual to each person and staff described how they continually reviewed and developed activities by seeking feedback from people. People’s family and friends were able to visit at any time. We saw that people took part in independent living skills such as cleaning, making drinks and doing their laundry on the day of our visit. This meant that people took part in home life and activities in the local community.

The service was adapted to meet people’s individual needs. For example, bedrooms were decorated with posters and ornaments of their choice, demonstrating an understanding of person centred care.

There was a policy about dealing with complaints that the staff and registered manager followed. This ensured that complaints were responded to. Complaints received by the

Is the service responsive?

service were dealt with in a timely manner and in line with the provider's complaints policy. People were given information on how to make a complaint in a format that met their communication needs. For example, in large print and pictorial format. Staff told us that people showed their concerns in different ways either verbally, or by facial expressions and different behaviours. Most concerns were dealt with at the time they were raised by people. Relatives told us that if they had any concerns they would speak with

the registered manager or the deputy manager. They said they had no concerns. The registered manager said that any concerns or complaints were regarded as an opportunity to learn and improve the service, and would always be taken seriously and followed up. Relatives told us they knew how to raise any concerns and were confident that the registered manager dealt with them appropriately and resolved these.

Is the service well-led?

Our findings

Relatives and staff told us that they thought the service was well-led. Relatives said that they had no concerns and that the registered manager was approachable and very helpful. Staff commented “It is a lovely place to work”, and “We work well as a team”. A social care professional told us, the providers were fully involved in the day to day running of the service and were fully informative about their client.

People, relatives and social care professionals spoke highly of the provider, the registered manager and staff. We heard positive comments about how the service was run. A social care professional told us, “The service is well-led, with all people and staff known to senior management”. People said that staff and management worked well together as a team. They promoted an open culture by making themselves accessible to people and visitors and listening to their views. The registered manager said there was regular contact with parents and families.

The provider had a clear vision and set of values for the service. This was described as ‘Insight’s philosophy of care is to offer clients the opportunity to lead a normal life and enable clients to have choice and control over their own lives’. The management team demonstrated their commitment to implementing these values, by putting people at the centre when planning, delivering, maintaining and improving the service they provided. A health care professional told us, that individual service managers led by example and were very proactive in their approaches and in-stilled confidence in their teams. From our observations and what people told us, it was clear that these values had been successfully cascaded to the staff. Staff were committed to caring for people and responded to their individual needs. For example, person centred plans, individual activity plans and bedrooms that had been decorated to the individuals taste.

The management team at Insight Teynham included the registered manager, and team leaders. The service support manager provided support to the registered manager and the registered manager provided support for the team leader and staff. We spoke with staff about their roles and responsibilities. They were able to describe these well and were clear about their responsibilities to the people and to the management team. The staffing and management

structure ensured that staff knew who they were accountable to. Staff said that the management team were approachable and supportive, and they felt able to discuss any issues with them.

There were systems in place to review the quality of all aspects of the service. Audits were carried out to monitor areas such as person centred planning and accident and incidents. External auditing was carried out in relation to health and safety. Appropriate and timely action had been taken to protect people from harm and ensure that they received any necessary support or treatment. There were auditing systems in place to identify any shortfalls or areas for development, and action was taken to deal with these for example, refresher training for staff. These checks were carried out to make sure that people were safe.

People were asked for their views about the service in a variety of ways. These included formal and informal meetings where people were asked about their views and suggestions; events where family and friends were invited; questionnaires and daily contact with the registered manager, and staff. One relative had commented, “It is like living as a family”. People had regular one to one sessions with their keyworker to discuss their care and how the person feels about the service. A keyworker is someone who co-ordinates all aspects of a person’s care at the service. These sessions were documented in the person’s person centred care plan and agreed by them. Therefore, people were given appropriate information about their support at the service, and were given an opportunity to discuss and made changes as needed.

Communication within the service was facilitated through regular team meetings. Minutes of staff meetings showed that staff were able to voice opinions. We asked staff on duty if they felt comfortable in doing so and they replied that they could contribute to meeting agendas and ‘be heard’, acknowledged and supported. Staff told us there was good communication between staff and the management team. The registered manager had consistently taken account of people’s and staff’s input in order to take actions to improve the care people were receiving.

There were a range of policies and procedures governing how the service needed to be run. They were kept up to date with new developments in social care. The policies protected staff who wanted to raise concerns about practice within the service.

Is the service well-led?

The registered manager was proactive in keeping people safe. They discussed safeguarding issues with the local authority safeguarding team. The registered manager understood their responsibilities around meeting their legal obligations. For example, by sending notifications to CQC about events within the service. This ensured that people could raise issues about their safety and the right actions would be taken.

The providers of the service were kept informed of issues that related to people's health and welfare and they checked to make sure that these issues were being addressed. There were systems in place to escalate serious complaints to the highest levels within the organisation so that they were dealt with to people's satisfaction.