

## The ExtraCare Charitable Trust

# ExtraCare Charitable Trust Humber Court

### 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?	Outstanding ☆

# Summary of findings

## Overall summary

This inspection took place on 8 and 9 August 2017. We gave the provider 24 hours' notice of our visit so they could arrange for people and staff to be available to talk with us about the service.

Humber Court provides personal care and support to older people who live in their own flats located within the premises at Abbey Park. There are 46 flats and at the time of our visit 23 people were receiving support with personal care.

At the last inspection in July 2015, the service was rated 'Good'. We found the service continued to be good but was exceptionally well led.

There was a registered manager in post. 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.

The feedback we received from people was very positive. People told us they had trust in staff and the management and they considered the service to be friendly and homely.

People shared positive relationships with staff and were extremely complimentary of them and the care they received. People felt consulted and listened to about how their care should be delivered. People and staff spoke very highly of the registered manager and gave very positive feedback about them. We found the registered manager to be committed and passionate about their role in providing a quality service to people. They recognised the importance of providing care and support in accordance with people's wishes to enhance their lives. This included providing social and community engagement opportunities for people, which was evident throughout our inspection.

There were examples of the service being exceptionally responsive to supporting people whose needs were complex and tended to change. People we spoke with could not think of anything about the service that could be improved.

People at Humber Court were able to access in-house healthcare professionals when required, this included an in-house wellbeing nurse. They were also supported to access GP's and hospital services if needed to maintain their health.

The provider valued their staff team and actions were taken to develop staff to their full potential. Some staff had worked for the service for a number of years demonstrating their commitment to the service and the people they supported. The staff were actively encouraged to share innovative ideas and be involved in projects which would enhance people's lives. Staff told us they felt valued and respected. They fully understood their role and the importance of implementing the values of the organisation so people received

personalised care.

The provider was committed to ensure people received the quality of care and services they would expect. They checked the quality of service through regular communication with people and staff and audit checks of the service. There were 'resident meetings' and a programme of checks and audits completed by the registered manager to support this process. The provider understood that people's experiences were key in providing a quality service and also in ensuring it continuously improved.

The registered manager made sure staff had a full understanding of people's needs. Staff demonstrated a strong commitment to promoting people's independence and worked closely with people to make sure they were confident in their abilities. Care staff assisted people to prepare meals, or attend the restaurant at Humber Court if they wished where a choice of nutritious meals were available.

The safety of people at the service was taken very seriously, staff had been trained to protect people and identify signs of abuse. Staff understood their responsibilities to follow the provider's policies in relation to safeguarding people and reported any concerns they identified to the registered manager. Risks associated with people's care had been assessed and actions implemented to manage them.

There were sufficient numbers of staff to meet people's needs and to ensure all calls were covered. Recruitment processes ensured staff were safe and suitable to work with people. People told us staff had the right skills and experience to provide the care and support they required and did not rush their care. Medicines were managed safely and people told us they were supported with medicines when needed.

Care plans contained relevant information to help staff provide the personalised care people required. They centred on people's abilities, preferences and wishes. People's history, family relationships and religious and cultural needs were taken into account. To maintain people's wellbeing and prevent social isolation, there was a programme of social activities and entertainment provided that people could choose to attend.

The registered manager and staff understood the principles of the Mental Capacity Act 2005 (MCA) and supported people in line with these principles. People were involved in their care and their opinions were sought about the service they received to make sure this met their preferences. People felt confident to raise any concerns or issues with the registered manager or staff if they needed to. Complaints were viewed as learning opportunities and actions were taken to ensure they were investigated and resolved to people's satisfaction.

## 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 remains Good.

### Is the service effective?

Good ●

The service remains Good.

### Is the service caring?

Good ●

The service remains Good.

### Is the service responsive?

Good ●

The service remains Good.

### Is the service well-led?

Outstanding ☆

The service was exceptionally well-led.

Staff understood the values of the service and were very well supported so they knew how to put these into practice. People benefitted from being supported by staff who felt valued and were motivated to provide them with individualised care.

There was a culture of continual improvement within the service and the registered manager understood the needs of the people who used the service. There were systems in place to monitor the quality of the service provided and to promote best practice.

# ExtraCare Charitable Trust Humber 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 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.

The inspection visit was carried out on 8 and 9 August 2017 and was announced. We gave the provider 24 hours' notice we would be coming. This was so they could ensure staff were available to speak with us and people made aware we may wish to speak with them. The inspection was carried out by one inspector.

Before our inspection visit, we asked the provider to send to us a Provider Information Return (PIR). This document enables the provider to give us key information about the service, what it does well and what improvements they plan to make. We were able to review the information as part of our evidence when conducting our inspection. We found the information contained in the PIR reflected the service.

We also reviewed the information we held about the service. This included information received from the local authority commissioners and the statutory notifications the registered manager had sent us. A statutory notification is information about important events which the provider is required to send to us by law. Commissioners are people who contract services, and monitor the care and support the service provides, when services are paid for by the local authority.

We spoke with five people and two relatives. We also spoke with the registered manager and five staff that worked at the service.

We reviewed care plans for two people including their daily records to see how their care and support was planned and delivered. We looked at other records related to people's care and how the service operated. These included the staff duty rotas and details of calls, medicine records, the processes for managing

complaints, staff recruitment records and the service's quality records. Quality records included audits and notes of meetings with people and staff. We also viewed information relating to training of staff and accreditation awards the service had achieved.

# Is the service safe?

## Our findings

At our last inspection 'Safe' was rated 'Good'. At this inspection people who lived at Humber Court continued to receive good, safe care.

People told us they felt safe living at Humber Court because they knew the staff well and had confidence in them to meet their needs. They said the communal areas of the building were kept clean, tidy and secure. One person told us, "I keep the door locked, I have got a pendant around my neck and can call for night and day staff." They went on to tell us staff usually responded within five minutes if they used the emergency call pendant.

Staff understood their responsibilities to keep people safe. One staff member told us, "[Person] likes the patio door open in the day because of their breathing. On the last call we have to make sure it is locked and shut." Another told us, "Ensure you give them the right medication and double check everything they are doing, check everyone in the building, who they are, and check windows and doors when you leave."

Staff had completed training in safeguarding people and knew what signs to look for, of any potential abuse. Staff knew about their responsibilities to report any concerns to their manager. The registered manager understood their responsibilities to report any safeguarding concerns to the local authority safeguarding team and us. We had received notifications from the service when the manager had suspected people's healthcare needs had not been managed effectively. This included when one person had not received their medicine during a call, this had been investigated by the registered manager and action taken to minimise the risk of this happening again.

People felt there were sufficient staff to support their needs. They knew if they needed extra support this could be arranged by speaking with the registered manager so that an appropriate assessment of need could be carried out. Staff told us the staffing arrangements were sufficient for them to spend the time they needed with people. One told us, "I don't have any problems with the way it is worked, it gives you time to be with the person (who uses the service) and the time so that they get the care that is needed." They went on to say only in exceptional circumstances were they late for calls such as if a person was "poorly and needs extra help." They told us in these instances they explained to the people expecting calls why they were late.

All people living at Humber Court were assessed prior to them living there to identify their healthcare needs and support. Information was recorded in an 'ability profile' which detailed risks associated with their care. For example, one person had difficulty breathing and needed to use oxygen to maintain their health and wellbeing. A detailed risk assessment detailed the risks associated with the oxygen and we saw signage on the person's door to alert others that oxygen was in use. They had a personal emergency evacuation plan that indicated they used oxygen to ensure any visiting emergency services could support the person safely.

Risk assessments also identified risks such as those associated with people falling. We saw when we visited people in their flats to speak with them, people had walking aids to assist them to walk to help prevent them from falling. They also had pressure relieving cushions that helped prevent them developing sore areas on

their skin if they were sitting for any length of time. Staff told us they used wheelchairs and a hoist to help move people safely.

People received varying numbers of care support calls dependent on their needs. People said they received the support they needed in accordance with the call times agreed and spoke positively of the care they received.

Where people needed staff to support them with medicines, this was provided by staff who had completed training in medicine management so they knew how to manage medicines safely. People told us they received their medicines when required. One person told us, "They make sure I have had my tablets, they are always checking me out. I never have a problem with them." There were 'Medicine Administration Record's' that clearly showed the medicine people needed to take and how often. These was signed by staff to confirm it had been given and the registered manager told us they regularly checked the records to make sure people had received their medicines as prescribed.

Staff had been recruited safely. Staff confirmed recruitment checks had been completed before they started. This had included references and a DBS (Disclosure and Barring Service) check. The DBS check if people have not got any criminal convictions. Staff files viewed showed the necessary checks had been carried out to ensure staff were suitable and safe to work with people.



# Is the service effective?

## Our findings

At our last inspection 'Effective' was rated 'Good'. At this inspection people who lived at Humber Court continued to receive good effective care.

People's needs were met by staff who were well trained and felt supported in their roles. People told us staff knew how to support them safely and appropriately. One person told us, "The staff member who helps me get into bed knows how to hold my legs to get me into bed. They are very good." Another told us, "They seem to know what they are doing."

Staff had completed extensive training to ensure they could support people's needs effectively. This included training linked to people's needs such as dementia, diabetes, and equality and diversity. New staff completed an induction to the service so they were clear about their role and responsibilities. One staff member told us, "Yes (had an induction) I shadowed (worked alongside an experienced staff member) for quite a lot of times. I did morning and afternoons so I got a grasp of both." The staff member told us they had completed the Care Certificate. The Care Certificate sets the standard for the skills and knowledge expected from staff within a care environment.

Humber Court employed staff who were able to provide training on moving and handling techniques to ensure people were moved safely in their flats. Staff were positive about the training opportunities they had and told us important topics were refreshed on a regular basis to ensure they continued to work effectively. One staff member told us, "They are very good on training, we have a lot of training. It helps us to understand what we need to understand." A number of staff at Humber Court had completed a palliative care course so they could better assist people at the end of their life and have more understanding of people's needs.

Staff told us they had regular supervision meetings and had six monthly performance development checks to make sure they were working in accordance with the provider's policies and procedures. One staff member told us, "They discuss how we are getting on so we get the support that is needed, they ask if there is anything we feel we need to help us do our job." They went on to tell us they also had spot checks to make sure they supported people as expected and people were asked afterwards if they were happy with the care the staff member had provided.

People's nutritional needs were assessed and where people were at risk of ill health due to not eating or drinking enough, staff provided them with support that met their needs. A family member explained their relative needed support to eat and staff were providing this. They told us, "I discussed with [staff member] this morning because [person] has issues with their swallowing. They are going to try and fix the menu so it is in a pureed state so they can eat.... They have been good like that."

There was clear information in people's care files to inform staff what food and drinks needed to be prepared during each of their calls and staff knew those people who needed support. We saw people had drinks when we went to visit them.

The registered manager told us about one person who had a dairy allergy who was usually supported by their family members to make sure their food was safe for them to eat. However, the family were going on holiday. To ensure the person was sufficiently supported, arrangements were made with the chef for the person to have their meals in the restaurant within Humber Court. The chef had researched some recipes including a cake that was dairy free. The person had commented to staff how appreciative they were.

People who lack mental capacity to consent to arrangements for necessary care or treatment can only be deprived of their liberty when this is in their best interests and legally authorised under the Mental Capacity Act (MCA).

The registered manager and staff understood the principles of the MCA. They understood their responsibilities to protect people's rights and what to do when someone might not have the capacity to make their own decisions, so these were made in people's best interests. Staff knew to ask for people's consent when providing care. One staff member told us, "In their (people's) care plan they would have signed something to say they agreed to the care being given. I would ask them, 'I have come to give you a shower today, is that okay with you'? I say it's totally up to you I don't mind giving you one. It's their choice. If they don't want it, I don't give it."

People told us they were asked before staff provided care to check they were in agreement with the support they were about to provide. There were also clear records showing people had signed them to consent to the care provided by staff including the administration of their medicines.

At the time of our visit, all people at the service had capacity but there had been occasions when people had placed themselves at risk such as leaving their flats when they were at risk of falling. The registered manager and staff told us how they had worked with people and their families (where appropriate) to minimise risks to keep people safe and ensure people were not subject to restrictions which could impact on their independence.

People told us they were supported to access healthcare professionals if they needed them such as GPs, dentists and opticians. A relative told us, "If there are any problems they call the doctor and they come out to see [person]." We saw people's changing needs were monitored, and changes in health needs were responded to promptly.

People at Humber Court were fortunate to have the support of the provider's 'wellbeing' nurse who visited the service every week. The nurse assessed all people new to the service when they moved in. Checks on their general health were carried out which included blood pressure checks and cholesterol checks. The nurse was able to support people to make contact with their GP if any health concerns were identified. The nurse also held an open 'surgery' one day every week where people could drop in any time to discuss health concerns.

## Is the service caring?

### Our findings

At our last inspection 'Caring' was rated 'Good'. At this inspection people who lived at Humber Court continued to receive good care.

People spoke positively about living at Humber Court and the staff that supported them. They told us, "Very nice (staff), they are polite, they are friendly and caring." One person said staff always asked if they wanted anything and stated, "They are like brothers and sisters." Another said, "I can't put it into words, I have always been happy (at Humber Court), I would hate to go anywhere else."

The registered manager told us how they aimed to make new people coming to live at Humber Court welcome. They said, "When people come in, we give them a little present and a card." We saw the gifts provided to people included food items. It had been recognised there needed to be two different gifts so that one of these was suitable for people with diabetes.

A relative was complimentary of the service and said their relative had told them they were happy. They told us, "[Person] has been here so long and they know people, it is like an extended family in a way. [Person] is always happy, and if they are happy, it must be alright." We saw people had built up positive relationships with other people who lived at Humber Court. On several occasions we saw people sitting together in the communal areas of the building having a chat and laughing.

People had a consistent team of staff that supported them. Many of the staff team had worked at the service for a number of years. People had therefore built up positive and meaningful relationships with staff and told us they genuinely missed them when they were not working or on holidays.

When we walked around the building, we saw staff acknowledged people and were respectful in the way they spoke with them. Staff knew people well and were positive and friendly in their approach. People told us when staff visited them, they always asked if there was anything else they could do for them before they left, to make sure their needs had been met.

Staff told us that people at Humber Court were like their family and they treated them as they would their own family. One staff member told us, "It's very warm and friendly and it's like one big happy family, we all get on so well." We asked staff how they developed relationships with people. One staff member told us "I just chat and I think it develops. You can tell from how people react to you, how to react to them. Some people don't like you being too personal and like to keep you at a distance, and other people are happy for that."

A staff member who had worked at Humber Court and had left had taken the time to write and express how much they had enjoyed working at the service. They wrote, "They were the best years, such a loving place to work in with lovely care staff members that cared for residents (people) in the best way possible....I struggle to find anywhere as lovely as Humber Court."

The registered manager told us since our last inspection visit two care staff members had got married but wanted to celebrate the occasion with people who lived at Humber Court. They chose to have a blessing service at Humber Court so that people could take part in their celebrations. We saw photographs of everyone dressed for the occasion wearing their best clothes and hats. There were pictures of the bride and groom and confetti being thrown with people smiling and looking happy. The groom himself told us how everyone had enjoyed the day.

Staff had noticed that one person who was living with dementia was walking outside of their flat into the corridors constantly looking for something. As a result of this, the registered manager had referred the person to their 'locksmith'. The 'locksmith's role included working closely with people with dementia to assess their needs and what support they may require to remain as independent as possible for as long as possible. They spent time with the person to try and identify what they were looking for and if they needed any additional support with both their physical and mental health needs. They noticed staff were putting the television on in the morning and this was upsetting the person. They tried changing the channel to a music channel and found this helped to calm the person. They also watched the person eating and drinking and noted they would benefit from a lipped plate and two handed beaker so they could eat and drink independently. Arrangements were made to provide these.

We saw one person calling out for staff from their flat. The registered manager responded by going to them straight away when they heard them and sat with them as the person had become confused and was asking where they were. We saw, the person became calm after the registered manager had left them.

People told us they were involved in decisions made about their care so that they could remain independent. They told us staff were respectful in managing their privacy and dignity and always knocked the door and kept information about them confidential. We saw staff knock doors before entering and introduced themselves when they entered the flats.

The registered manager told us Humber Court had staff who were 'dignity champions' who ensured people at the service were always treated with dignity and respect. They told us, "It is ensuring we maintain people's dignity in all aspects of their care, it is responding to the person and not just the situation. Treating them as individuals giving them space and time and don't talk over the top of them. Cover them over, it's those little things that make such a big difference."

To become a dignity champion staff had to demonstrate they had performed ten "Dignity Do's". For example, some of these were: listening to people, support people with the same respect as you would want yourself and act to alleviate people's loneliness and isolation. The registered manager told us these 'do's' were also discussed at staff meetings to make sure staff always worked to these principles. We established through our discussions with staff they were fully familiar with these and the need to ensure they worked to them.

We saw information showing the provider had plans to implement a bereavement supporter project across all of their services. This project was to support people, staff and volunteers within services to gain an understanding of how to support someone who was bereaved and explain the support available when someone passed away.

The registered manager told us how important it was for people's wishes at the end of their life to be supported. They told us, "We want them to pass away in their home receiving good care." Discussions had taken place with people around end of life care. As these had taken place, care plans were devised so that staff would know what care to provide in accordance with people's wishes.

The registered manager told us how they had arranged a memorial 'high tea' at Humber Court for family and friends of a person who had passed away. We were told they used the person's favourite crockery and knew the person enjoyed music so had organised a singer.

We saw families had written letters of thanks to Humber Court for the way they had cared for people prior to them passing. One family member stated, "Please pass on my best wishes to your staff who gave [Person] so much caring support for all the time that [Person] was with you."

## Is the service responsive?

### Our findings

At our last inspection 'Responsive' was rated 'Good'. At this inspection people who lived at Humber Court continued to receive Good care that was responsive to their needs.

People told us staff were always responsive to their needs and were available if they needed them in times of an emergency. Some people had pendant alarms as well as pull cords in their flat where they could alert staff when they needed assistance in an emergency situation. People told us when they used them, staff came to assist them as soon as possible.

One person said they had fallen and staff had responded promptly to help them. They told us, "I had a fall recently, they had to get the paramedics, I had to go to hospital." They went on to explain staff had asked them first if they wanted the paramedics to come and after a short stay in hospital they had been prescribed some "pain killers". This person's care plan confirmed the person was at risk of falls and the registered manager told us about action they had taken to address these concerns. They told us, "We called the Occupational Therapist (OT) because [person] was not mobilising well and we could not easily move them up the bed." They told us the OT had advised the use of satin sheets to help the person move more easily. Action had been taken by the service's staff to arrange for these sheets to be obtained. The registered manager stated, "They are amazing and clever, it has made it so much easier for [person] it does not require two to move them now, one person can move them."

During our discussion with another person they mentioned to us they were in a lot of pain with their knees despite taking pain relief medicine. We reported this to the registered manager who told us the person was on high dose of pain relief medicine but they would take immediate action to contact a health professional to see if a further review of the person's pain relief medicine could be carried out. Staff knew about this person's needs and told us the person experienced pain when moving and suffered with a loss of strength. This meant they were at risk of falls because they were unable to safely transfer themselves from a chair to their bed. In response, suitable moving equipment had been sourced for the person to help them transfer safely. A staff member told us, we have a hoist in place now and they can get central into the bed and the bed goes right down to the floor...its lot safer for them now."

Another person told us, "I get on well with staff, I know they have a job to do, they always make sure I am looking after myself. They know when I am struggling to breathe." We saw this person received a number of calls each day so staff could support the person and check they were not having difficulty with their health problems.

Prior to people living at Humber Court, people's needs were assessed using an 'ability profile'. This identified what people were able to do independently and areas where the person may need support. Information from these was transferred into detailed care plans with instructions for staff to follow during their calls.

The registered manager told us when people came to live at Humber Court they had access to a 'wellbeing

nurse' that was employed at the service. They said the nurse usually met with people and carried out urine tests and blood pressure checks and talked to people about their past medical history. This was repeated after a year and helped to ensure any potential healthcare concerns were picked up, monitored and addressed. The registered manager told us about one person who had reported they felt dizzy and as a result a hearing test was arranged which resulted in them being and they were provided with hearing aids. They told us, "They are happy now and wear the new aids." The provision of this service had a positive outcome for people in that the nurse was able to pick up concerns that may otherwise not have been found.,

We were told about one person who visited the wellbeing nurse regularly and had fallen twice due to a deterioration in their health which concerned them. In response, arrangements were made for the person to receive care calls to manage their needs during this time, they were also given a pendant to wear if case they needed emergency assistance.

Staff recognised the importance of maximising people's independence and the registered manager ensured appropriate actions were taken to maintain this. For example, one person who had had poor mobility and used a walking aid had approached the registered manager to ask for a review of their care package to include a call for them to have a shower. In discussion with the person the registered manager established the person wanted to maintain their independence as much as possible. In response, arrangements were made with the maintenance person to fit a shower handle so the person could shower independently. The registered manager reported the person had remained independent and was "very happy" with this.

Care plans were kept within people's flats and staff told us they read them each time they made a call to check any changes to support and to ensure people's needs and preferences were met. One staff member told us, "Today I had the Speech and Language team come in and they needed to know the medical history (of a person) so I just went to the care plan to find out everything they needed." We found care plans were sufficiently detailed for staff to follow. They contained information about people's past and present healthcare needs and how these impacted on their health and wellbeing. Where people had complex health conditions, there were information sheets kept on care files to assist staff in understanding more about them and how to manage them, for example, diabetes and cerebral palsy.

A relative told us how they had felt reassured about how the service's staff had responded swiftly to their family member's health which had deteriorated very quickly. They told us, [Person] is bedbound at the moment they cannot feed themselves. Their health has changed quite dramatically.... we had the nurse's (from the community) visit so they could organise a bed the next day which was brilliant, they (staff) have let me know what they need and they have kept in communication with me. They told us, "I don't feel in any way I can't ask them (staff) for help, they are always there."

One person who came to Humber Court was living with dementia and had fallen during the week they were due to move into Humber Court. This meant their healthcare needs had increased and placed doubt over them moving in. The registered manager took the decision at short notice to work with the family to organise care calls that would meet the person's needs. The person had medicines they were required to take and staff reported they were finding the person's care needs difficult to manage due to the level of support they required in the time allocated. However, they had noted the person's abilities were significantly improved once their prescribed medicine had been given. Care calls were therefore arranged to ensure the medicine was given before any care interventions were provided. This worked very well both for the person and for staff and resulted in the person being able to remain living at Humber Court. When the person's mental health declined further, the registered manager had taken action to contact the community psychiatric nurse (CPN) and a visit was made to the person by the CPN and consultant who

made changes to the person's medicines. Staff at the service continued to monitor the person for any changes and worked closely with health professionals to make sure the person received both the physical and mental health care they needed to maintain as much independence as they could. This included them seeing the 'Locksmith' at the service whose role included working with the person to try different therapies to see if they responded positively to these.

We asked the registered manager how additional staff support was made available when people's needs increased and they needed more support. They told us, "We look at our plotting and look where we can fit them in and if not, sometimes it is a case of putting an extra staff member on shift each day." They told us how they had revised their staffing that week because a person's needs had increased and two staff were needed to assist them.

We saw when staff recognised another person's health had deteriorated, arrangements were made for the person's care calls to be increased to provide the additional support required. Staff noted the person had started to develop red areas on their skin and commenced increased monitoring by implementing the 'react to red' procedures. These require staff to check a person's skin daily to identify any red areas or concerns. The advice of the district nurse was also sought and staff were advised to reposition the person in bed frequently. Staff also supported the person with their continence needs and to eat. When this person's health declined further due to ill health, district nurse contact was maintained as well as regular contact with other health professionals. The person recognised their health was declining and they were at the end of their life and had said to staff they were "frightened". In response, staff willingly sat with the person to help keep them calm and organised a rota with the person's family so they shared the time spent with the person which gave the family some respite time. The ability to schedule extra calls by staff showed there was flexibility in the service to respond to people's needs.

The registered manager told us they had implemented "Betty" groups which were meetings held each month with people at the service to discuss items that may be of interest. They told us at the latest focus group they had discussed advanced care planning. The registered manager told us, "They found it very useful and really responded to it. There were a lot of comments." They explained this was about care leading up to when a person was at the end of their life. They discussed with people about putting information into care plans such as whether they wanted flowers in their room, windows open, specific music played and if they wanted family members to be with them. The registered manager told us, "If anything happens to the person where they suddenly deteriorate, we know what their wishes are and we have evidence it has been discussed with them and we can try and fulfil it as best we can."

The provider had considered people's social care needs and employed an activity organiser. There was a varied programme of activities and entertainment organised and regularly provided to people. People had an opportunity to say what social activities and entertainment they would like by attending 'residents meetings' where these were discussed.

People had access to the provider's complaints procedure which was provided to them in a booklet with other information about the service. People told us if they had any concerns they would feel comfortable raising these with care staff as well as the registered manager. A relative told us staff were available when needed to discuss any issues or problems. The registered manager told us they actively encouraged people to raise a concern if they were not happy about anything as they wanted to make sure everyone was happy living at Humber Court. Complaints records showed very few had been received and those received had been acted upon and responded to in a timely manner. Where there were learning points for the service, these were recorded within the file, and where appropriate, discussed with staff.



## Is the service well-led?

### Our findings

At our last inspection 'Well Led' was rated 'Good'. The provider had a history of compliance with regulations and continuous improvement. At this inspection people experienced a service that was outstanding in the way it was managed and provided.

The service was exceptionally well led and people were very happy at Humber Court. One person told us, "Definitely well run, it's always clean and tidy and everybody knows their job and it runs very well." Other comments included, "I can't put it into words, I have always been happy. I would not want to live anywhere else." And, "I love it here, it's great."

The registered manager was an excellent role model who was dedicated to providing a good quality service to people by seeking people's views and acting on people's wishes. They aimed to ensure people could be as independent as possible by providing them with relevant, person-centred care. People and their families were complimentary of the registered manager. One person told us, "She is around a lot, she is brilliant." Another told us, "She is a good lady, you can have a laugh with her.... I like her a lot."

Staff spoke very positively about working at Humber Court. Staff told us they received all the support they needed to fully understand and carry out their role. One staff member told us, "I enjoy working here, I like the people, everybody knows their job. I get on with everybody, it's a nice atmosphere." Another staff member told us, "I love working here, it's really nice. I think it's the people. I work with everyone so get on with everybody."

Staff felt the service was very well managed. One staff member told us, "Yes I do (feel well managed) because I don't feel happy if I am not well informed on everything. I never feel that I don't know what I am doing. I am never put in a position I am not unsure... there is always someone I can speak to. [Registered manager] is very good, she is a good manager, she is in everyday Monday to Friday and if there was anything of concern, I would not hesitate to contact her for advice. I would not think twice of ringing her." Another staff member told us the manager was "brilliant" and went on to say, "I have got to admit, if you every need to talk to her she is always there for you. If she has a lot of paper work she would drop it to talk to you. She will take time out she really does look after her staff."

People were extremely complimentary of the staff and knew them well. One person told us, "They are brilliant, really good, really busy, they work hard. We have morning, afternoon and night staff." A relative told us, "I think it (Humber Court) has always been good, I think if anything, it has made an improvement. [Person] has always been happy here. They get on really well with the staff." They told us they would score the service ten out of ten and stated, "I think they do brilliantly." They went on to say, "Personally I think it is outstanding what they do."

The provider had issued questionnaires to people to gather their views of the service. Comments received were very positive with most scoring "excellent" or "Very Good" in response to questions about living at Humber Court. Comments included, "Very caring and attentive staff, provide a very secure, homely

atmosphere with a high standard of care and liaison with family members. Prompt referrals to medical providers eg doctors." And, "They make you feel comfortable and independent which is what we want." One question asked what the service did well and one person responded, "Food, entertainment, consideration from carers. "

The registered manager was accessible to people, their families and staff. They held a regular 'manager's surgery' where people could call in to see them at a given time if they wished. This was in addition to being available to people during the day.

The registered manager told us that every year each care staff member completed "continual professional development" training unit to assist with their skills, knowledge and development. They told us, "This year was "Understanding the benefit of engaging in activities in Social Care" so staff could support people in doing meaningful activities they enjoyed.

People and their families were positively encouraged to engage with the service and be involved with its continuous improvement. To support this, regular meetings took place where people and their relatives were invited. This included 'Street meetings' where people discussed issues related to the service'. The registered manager said, "I give them as much information as possible about what is happening in the scheme. For example, whether we have any empty flats, new people in and welcome them." They also discussed issues such as Health and Safety. The registered manager told us the ExtraCare Health and Safety officer sent out information posters each month and they talked about these at the meetings. For example, Humber Court had obtained a defibrillator (machine used to deliver a shock to heart) and there was an information poster that reminded people at the service there was one available. We saw staff carried 'CPR life keys' in case they needed to attempt to resuscitate people in an emergency situation. This meant staff could immediately respond to someone needing emergency care until the emergency services arrived.

People were given opportunities to be involved in decisions and notes of meetings showed suggestions made were listened to and acted upon. For example, one person suggested new chairs for the garden, the meeting notes confirmed these had been ordered.

The registered manager told us two people from Humber Court had been invited to attend a 'resident forum' meeting with the directors to discuss things they were happy or not happy with. The registered manager told us, "They talk about the corporate plan, customer involvement, activities, they are given information that they bring back such as how ExtraCare is promoting the charity and wanting to highlight our charitable work. They also discuss issues about locations (each service) and maintenance issues." This helped people at Humber Court feel their views mattered and their contribution to the meeting valued.

The contributions of care staff to the quality of service were valued and acknowledged. Staff meetings took place every month. One staff member told us, "I missed the last one. There are always minutes written up afterwards." They told us during meetings they discussed anything happening in the building such as any planned maintenance, new people moving in and new staff. They went on to say "If you are not happy about things you can say... I think they do listen."

The registered manager told us bi monthly health and safety meetings were held with IOSH (Institution of Occupational Safety and Health) trained staff. They looked at accidents and incidents that occurred to identify any trends and also walked around the building to check if there were any health and safety risks or concerns. They told us changes they had made as a result of identifying risks. These included painting the garden decking so it had a non slip surface and extending the fence so it was more secure for people. They had also noticed walking frames in the restaurant were causing difficulty for people to move around. As a

result, they had asked people if once they were seated they would allow staff to move them to the corridor so there were no tripping hazards. They agreed to give people their frames when they needed them or were leaving. We saw this happened.

The provider had ensured there were clear health and safety procedures in place so staff understood their responsibilities in an emergency situation. The service had a SHE plan (Safety, Health and Environment). This contained risk assessment documents for people so staff could access these as and when required. The plan also contained information on emergency procedures for the evacuation of the building, what to do if there was loss of hot water, gas or heating and what to do if emergency call bells were not working. Emergency procedures were attached to the notice board in the staff office so they were accessible if needed.

The provider had worked with staff to achieve 'react to red' accreditation for their work in preventing people from developing skin damage. The registered manager told us, "To get accreditation, staff had to have training." This training had been completed so staff understood what to do to prevent people developing skin damage or sore skin. New staff also completed training and were issued with a booklet on pressure area care so they understood their responsibilities. The registered manager told us they oversaw the training and asked staff questions to make sure they had understood their learning. This training meant any skin concerns were picked up by staff promptly and addressed to minimise the risk of people developing skin damage.

During a discussion with a health professional, they told us the service was in its third year of 'react to red' accreditation which was a positive achievement. They told us, "It's fabulous that they appear to improve the care. Management are on the ball with staff, residents (people who use the service) appear happy. They (staff) always engage really well with residents (people who use the service)." We learned following our visit that the service had gained accreditation for "Say No to Infection". This is a campaign that aims to reduce and prevent infections within the care setting. Care providers are required to meet set standards before being accredited and awarded a certificate. This achievement showed the provider was committed to maintaining the high standards needed to help keep people free from infection.

People at Humber Court were fortunate to have access to health professionals and therapists in-house. This included a wellbeing nurse, mental health worker (locksmith) and a chaplain. The 'locksmith' worked closely with people with dementia to support their needs. This demonstrated the provider's commitment to person centred care.

There were leaflets in display stands in corridors of the building which people could access about health conditions to help inform them about steps they could take to prevent them. For example to prevent skin damage, there was a booklet called, "Prevention is better than cure" this explained if people sat or lay down for long periods of time, it increased their risk of developing damaged or sore skin. To further assist people in being able to independently access healthcare services, the registered manager had developed a booklet for people. This detailed all local information of dentists, GP's, chiropodists etc so that if people needed healthcare support they had the details to hand to arrange this.

The registered manager understood the importance of equality and diversity within the service and told us how they treated each person as an individual. They told us, "ExtraCare are rolling out a focus group to support lesbian, gay, bisexual and transgender people." They told us how some people who lived at Humber Court did not fully understand the impact dementia had on people and advised people could sometimes say things that could be considered discriminatory. They told us they spoke with people and provided information to help educate them and help them understand.

The registered manager told us how they followed the "Mary Gober" model of working which equipped staff with the skills to communicate positively with people. This included not saying 'no' but choosing words that helped to offer a solution or alternative option. Staff were able to tell us about this. This model of working aimed to build stronger relationships and solve problems in a more positive manner to prevent people having negative experiences.

We saw the ExtraCare Charitable Trust had achieved the 'Investors in People Gold award' in June 2016. The registered manager told us that Humber Court was one of the locations used as part of the assessment to achieve this award. This award recognises the work undertaken to lead, support and manage people to sustain success.

The quality of the service was regularly monitored through care delivery monitoring, medicine audits, care reviews and care plan audits which sometimes involved families dependent on if this was the person's wish. The provider also required the registered manager to provide them with quality monitoring information on a monthly basis so they could ensure the service was working consistently to the high standards required. This included the provision of accident and incident information where an analysis was completed. This enabled the provider to check appropriate actions had been taken to address them and lessons had been learned. For example, one person had fallen behind their bedroom door in their flat and staff could not get in to support them. Emergency services had to be called. In addition to a falls risk assessment being in place, an agreement was reached with the person to leave their bedroom door open at night to help prevent this happening again.

Community links had been established at the service and included links with a building society that undertook a charity event to raise funds for Humber Court. Funds were to be used to make improvements to the garden. A local supermarket had collected donations and these had been used to fund a St George's and cruise event at Humber Court so people did not have to pay for it. We saw photographs of people enjoying these events. There were volunteers who ran a mobile shop for people on a monthly basis which helped those people who were unable to leave the building independently to buy items such as sweets. Links with a local school had been made and children visited the service to spend time with people.

Complaints were monitored by the registered manager and provider to identify trends and share any lessons learned across the organisation. The registered manager referred to them as "nuggets of gold" and stated, "We learn from our complaints and act upon them... It's about being friendly, honest, clear and positive. There are posters up in the staff office to reinforce this." One person had commented on a questionnaire completed at the service, "Always there to help you and your problems. I think you do a great job."

The registered manager understood the responsibilities of their registration and notified us of the important events as required by the Regulations. A copy of our previous inspection report and the ratings were displayed in the reception area of the building for all to see.