

NAVIGO Extra Limited

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Inspection report

Crematorium Lodge
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Tel: 01472277738

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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?

Requires Improvement ●

Summary of findings

Overall summary

Navigo Extra Limited is a domiciliary care agency situated in Grimsby in North East Lincolnshire. The registered office is situated in a privately rented building in a quiet residential area of the town and is accessible by car, foot or public transport. The office is provided over two levels and has ample car parking spaces outside of the premises.

The service provides personal care and support to people living in their own homes within the community. The service supports adults who may be living with mental health conditions, dementia, learning disabilities and autistic spectrum disorder. At the time of our inspection the service was supporting 64 people, seven of whom required assistance with personal care.

The service was registered in May 2015 and this was the first inspection to take place since they registered with the Care Quality Commission (CQC). The inspection took place on 17 March 2016 and we contacted the service before we visited to announce the inspection.

The service had 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.

We found improvements were needed to the auditing systems in place at the service to ensure they took place regularly, were robust and effective.

People who used the service were protected from the risk of harm and abuse because staff had received safeguarding training and knew what action to take if they suspected abuse was occurring. People had risk assessments in place regarding their health and wellbeing and home environment.

People's health needs were assessed and kept under review where necessary. Staff received training in a variety of subjects which enabled them to support people safely and meet their assessed needs. Staff were supported with supervisions and appraisals which helped support their practice and identify learning needs.

Staff understood the principles of the Mental Capacity Act 2005 and supported people appropriately to make decisions and consent to support when necessary.

Staff had been recruited safely and employment checks had been completed to ensure they were suitable to work with vulnerable people. Staff had completed an induction when they were first employed at the service and they were provided in sufficient numbers to support the needs of the people currently using the service.

Support plans detailed people's likes and dislikes and preferences for their care and support. Staff contacted relevant health care professionals for advice to help maintain people's wellbeing. People told us staff treated them with respect and were kind and caring. Staff demonstrated they understood how to promote people's independence whilst protecting their privacy and dignity.

Staff felt supported and listened to by the registered manager and registered provider. Staff attended team meetings regularly to ensure they were included and updated on changes happening within the service.

The service had a complaints procedure in place and people felt they could raise concerns and they would be addressed. The service requested feedback from people who used the service to help evaluate what the service did well and identify any improvement that were needed.

The registered manager worked in partnership with local agencies and attended board meetings and conferences to keep updated with changes in health and social care practice.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

Good ●

The service was safe.

People were cared for by staff who had been trained in how to recognise and report abuse.

Sufficient numbers of staff were employed to meet people's needs and staff had been recruited in a safe way.

Assessments had been undertaken which informed the staff in how to keep people safe and minimise harm.

Staff supported people to take their medicines as prescribed, where necessary.

Is the service effective?

Good ●

The service was effective.

Staff were provided with training and support to ensure they had the necessary skills and knowledge to meet people's needs.

Staff encouraged people to lead a healthy life style and to access health care professionals when needed.

People experienced positive outcomes as a result of the service they received and gave us positive feedback about their care and support.

People were consulted over their care and staff asked for consent, where possible.

Is the service caring?

Good ●

The service was caring.

Staff were kind and caring and understood people's needs and how best to meet them.

People had positive interactions with the staff and their privacy and dignity was respected.

People and their relatives had agreed and been involved with the development of their support plans.

Staff promoted people's independence and choice.

Is the service responsive?

Good ●

The service was responsive.

People's care was person-centred and took into account people's choices, wishes and feelings.

Staff supported people to maintain and develop skills and to undertake varied activities.

People were encouraged to give their views and raise concerns or complaints to assist the service with any improvements needed.

Is the service well-led?

Requires Improvement ●

The service was not always well-led.

The auditing systems in place to assure quality and identify any potential improvements needed to the service were not as robust as they should have been.

An open culture was promoted and the management style was described as approachable and transparent.

Staff said it was a supportive environment to work in and staff incentives were available to encourage good practice and help staff feel valued.

Local professionals worked in partnership with the service to ensure people had good outcomes.

NAVIGO Extra Limited

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the registered 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 17 March 2016 and was carried out by one adult social care inspector. The inspection was announced and we provided the service with 48 hours' notice of our intention to visit. The reason we announced the inspection was to ensure someone would be available at the registered office.

Before the inspection we contacted the local authority safeguarding and contracts teams to ask them for their views on the service and whether they had any on-going concerns. We also looked at the information we held about the service.

During our inspection we spoke with the registered manager, a consultant project manager who was employed to help develop the service, a senior and a support worker. After the inspection we contacted a further 18 members of staff to request feedback.

Due to people's needs and anxieties it was difficult to gain feedback from them therefore we spoke to a number of people's relatives to find out their views and they provided information on behalf of their family member. We also contacted and received feedback from a range of local health and social care professionals.

We looked at the care records of four people who used the service which included support plans, risk assessments and medicines records. Records relating to the management of the service including policies and procedures, quality assurance documentation, accident and incident reports and complaints were also reviewed. We looked at staff rotas, training records, supervision and five staff recruitment files.

Is the service safe?

Our findings

Due to the needs and anxieties of the people who used the service it was difficult to obtain their views and comments, however, we spoke to their friends and relatives to gain some feedback. Relatives told us they felt their family members were safe. Comments included, "I'm sure without the support of Navigo, [person's name] would be in a much worse position" and "The support from staff helps [person's name] feel safe, they do a good job."

A health care professional told us, "The support workers are aware of individual risks and how best to support someone at times of crisis. They keep people safe by being responsive in a crisis and working with us."

Staff told us they were familiar with how to report abuse and they could describe different signs to look out for if they thought people might be suffering abuse. These included low mood, depression, changes in behaviour or physical signs such as unexplained bruising. Staff said they would report any suspected abuse to the registered manager or outside agencies including the local authorities safeguarding team or the Care Quality Commission (CQC). Staff told us they were confident that the registered manager would take appropriate action for anything they reported. The registered provider had a whistle blowing policy in place. Whistle blowing is where a member of staff can report concerns to a senior manager in the organisation, or directly to external organisations. This meant staff had a clear understanding of their responsibility around reporting poor practice and were familiar with the whistle blowing process.

Staff told us they worked hard to promote people's rights and ensure the people they supported were not discriminated by society or excluded from the community due to the stigma attached to mental illness. One member of staff told us, "As members of society we all have the same rights regardless of any illness or disability someone might have. It's important people recognise this and treat everyone the same."

People's care records contained risk assessments to support their health and wellbeing. These covered medicines, physical health, behaviours, community engagement and falls. The assessments outlined what the risks were and ways in which staff should support the person to minimise them. A home environment risk assessment was also in place. This ensured people were supported, and staff worked, in safe environments. Staff were provided with identity badges for security purposes and used personal protective equipment (PPE) such as gloves, aprons and antibacterial hand gel. One member of staff told us, "We have plenty of PPE supplies and as long as I've been here we've never run out. We keep a large stock of supplies back at the office and we just go and get more when ours are running low."

The service used a computerised system for recording and reporting any accidents or incidents that occurred. The Datix system that was used prompted the person reporting the incident if further alerts needed to be made, for example, notifying the CQC of an incident. This system also made it more effective to review incidents, put preventative measures in place and collate data for auditing purposes.

We looked at the management of medicines in place at the service. The service had a medicines

management policy to support staff and to ensure that medicines were managed in accordance with current guidance. Staff had received training to ensure they were competent. Staff prompted people to take their medicines and were not required to administer medicines for people. We checked a number of the records used for documenting when people had been supported with their medicines and we saw that one record did not correspond with the information provided in the daily records. For example, one of the daily records completed by staff suggested that medicines had been prompted in the evening but the medicines administration record sheets documented that medicines had not been taken. We spoke with the registered manager who said the persons evening medicines had stopped on the advice of the prescriber and they would speak with the member of staff responsible for the error. The registered manager said they were planning to offer medicines refresher training to all staff and discussions around documentation would take place at the next team meeting.

Staff were provided in sufficient numbers to meet people's needs. The staff team structure consisted of the registered manager, seniors, business support, support workers and 'Tekkies with a heart'. 'Tekkies with a heart' are externally funded employees who help people improve their computer skills to enable them to access wider services, for example, online shopping, friendship networks and making contact with family and friend in other parts of the world. The registered manager explained that the tekies with a heart had been a real asset to supporting the service and the people who used it and had helped improved people's skills and understanding about the world of technology and online safety.

We looked at five staff recruitment files and saw that reference checks had been made from previous employers and checks with the Disclosure and Barring Service (DBS) had also been completed and cleared before staff commenced work at the service. This meant that appropriate checks had been completed to help the registered provider to be sure that staff were suitable to work with vulnerable people

Is the service effective?

Our findings

Due to the needs and anxieties of the people who used the service it was difficult to obtain their views and comments, however, we spoke to their friends and relatives to gain some feedback. Relatives told us they felt the staff were well trained. Comments included, "The staff are very good and knowledgeable as far as I can see" and "They are really good at understanding [person's name] needs and how best to work with him. They certainly know what to do and get the best out of him." A member of staff also told us, "I feel I have the right skills to fulfil my role effectively. We get good training paid for by the company and if I needed support I would seek this from my manager."

Staff told us they received a range of training that gave them the knowledge to support people effectively. Training records we looked at showed staff had received training in, or were booked to attend, moving and handling, health and safety, infection control, safeguarding adults and equality and diversity. The registered provider used a training spread sheet which helped them monitor which training staff had received and when refresher training was due. Staff also received training in specialist areas such as mental health awareness, mental health first aid and catheter care.

We saw that staff received an induction when they commenced their role at the service. One member of staff told us, "I received a five day induction which included mandatory training. I have also been offered additional training since my induction. All training is paid for by Navigo and the training has helped develop my knowledge to fulfil my role effectively."

Staff told us they had completed training in the Mental Capacity Act 2005 (MCA) on induction and were aware of the legislation. The 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 people lack mental capacity to make particular decisions, any made on their behalf must be done so in their best interests and be the least restrictive option possible.

Staff explained how they discussed what support people wanted to receive and gained their consent before providing support. Care records we looked at contained signed consent documents. The registered manager explained that they were not currently supporting anyone who had needed to have any decisions made via a best interest meeting but stated they would work with the person's family, care co-ordinators and health professionals if this was required.

The relatives we spoke with told us staff had a good understanding of their loved ones needs and offered support in their preferred way. One relative told us, "The girl that comes always asks if it's ok to do something and continually checks [person's name] is happy with what she is doing."

People's care records contained evidence that health care professionals were involved in their care when required. Staff told us they contacted people's GPs when necessary to ensure their health needs were met. Staff also confirmed that they liaised with people's care co-ordinators if they were worried about people's

behaviours or potential deteriorations in their mental health. One health care professional told us, "Navigo extra have been reliable and have contacted us if they felt changes needed to be made someone's plan of care in order to respond to the needs and wishes of the person."

Staff supported people to eat and drink sufficient amounts and people were encouraged to follow a healthy, well balanced diet. People's nutritional needs were documented within their support plans and staff followed this information to ensure their diet and fluid needs were met. One member of staff told us, "We provide advice to people on healthy eating and people are encouraged to make healthy choices in their daily diets, but ultimately it is their choice what they eat and if they have capacity, they decide whether they want to take our advice."

Records showed staff were supported with regular supervision. This enabled them to review and develop their practice. Staff confirmed they received supervision and one member of staff said, "I look forward to supervision, it allows me to discuss things and seek support if I need it." Staff also received an annual appraisal which supported them to review their yearly performance, achievements and set targets and goals for the coming year with regard to their training and development.

Is the service caring?

Our findings

Due to the needs and anxieties of the people who used the service it was difficult to obtain their views and comments, however, we spoke to their friends and relatives to gain some feedback. Relatives told us staff treated their loved ones with dignity and respect. Comments included, "They really do treat [person's name] in a very respectful way. They take their time and go at his pace", "You can talk to the staff about anything and feel comfortable, they have a friendly approach," and "Lovely the lot of them. Friendly, considerate and polite, they could teach the wider public a thing or two about respecting people with an illness."

Relatives told us staff were punctual and attended calls at the allocated time. They told us they were advised if staff were running late and kept informed if there was a change of staff. A member of staff told us, "We do our utmost to attend calls on time. A lot of the people I support become anxious if you are late or even early." A health care professional told us, "Their time keeping (to my knowledge) is very good. I have not received any complaints from service users."

Staff demonstrated a good knowledge of the people they supported and their individual needs. Staff were able to describe people's personal preferences and details of their life history. Staff confirmed they read people's care records and asked them how they liked to be supported to understand how best to support them and become familiar with their likes and dislikes.

Staff told us they included people in decisions about their care and ensured they were in control of how their care was delivered. Records showed that people and their relatives were involved in the planning of their care and outcomes people wanted to achieve were clearly outlined. One member of staff told us that the office did their best to ensure people's choices and preferences were met. For example, one person they supported preferred early morning visits and only liked female members of staff to support them. They went on to say, "If a new member of staff was due to visit it was important to introduce them first and the person who used the service liked to know what car they had so they could watch out for when they arrived."

Staff understood the importance of respecting people's diversity and treating every one equally. The registered provider had policies in place which outlined to staff the importance of respecting people's differences. Training records showed that staff had access to equality and diversity training and one member of staff told us, "I always have consideration for people's beliefs because if that's important to them then we need to respect that."

Staff said they worked hard at promoting people's independence and we saw evidence of this throughout people's support plans. One member of staff told us, "Promoting independence is something I do at all possible opportunities." They went on to describe how they had supported someone who used the service to access and feel confident when using public transport. They said, "[Person's name] was reluctant to use public transport as they had never done it before but I worked with them and supported them and now they are a regular user of public transport and they enjoy the independence this brings."

Staff were respectful of people's privacy and maintained their dignity. Staff told us they provided the

support that people needed but were mindful of retaining people's dignity. Staff described how they closed doors, windows and curtains and covered people up when providing assistance with personal care. One member of staff told us, "I knock on doors and wait to be let in or if I need to use a key safe I will shout to let them know who it is. I get permission before going in other rooms of their house and assisting with personal care."

Staff understood the importance of keeping people's information confidential. Staff explained about not speaking about people's care needs in front of others and said that for privacy the people's care records are kept locked away and can only be accessed by staff who have read and signed the confidentiality policy. The registered manager confirmed that computers were password protected and only staff who needed to have access were aware of the passwords.

Is the service responsive?

Our findings

Due to the needs and anxieties of the people who used the service it was difficult to obtain their views and comments, however, we spoke to their friends and relatives to gain some feedback. Relatives told us the service was flexible and accommodated any changes in circumstances if necessary.

One relative told us, "If [person's name] has an appointment and needs support at a different time I call the office and the call is re-arranged without a problem." One health care professional told us, "They have accommodated requests to work in ways that reduce identified risks; they have been reliable and have contacted us if they felt changes needed to be made to the plan of care in order to respond to the needs and wishes of the service user."

Staff told us they provided a lot of people with emotional support, confidence building, encouragement and reassurance. People were supported to lead an active life and participate in the things they enjoyed. Staff supported people to access the community, go shopping and attend appointments. Groups within the community were also facilitated by Navigo extra as a way of building friendships and preventing social isolation. One professional told us, "Navigo extra runs social/support groups in the community. These are very popular and well attended."

People's needs were assessed prior to receiving services. This enabled Navigo extra to determine people's skills, strengths and support requirements to ensure the service could effectively support them. People were then matched with staff who had the right skills to work confidently with people and meet their needs. One health care professional said, "The current staff have varied expertise and staff are selected to work with clients accordingly. They are very keen to address concerns and work with myself and clients through problems that occur without delay."

Care records we looked at demonstrated that people were involved in the planning of their care and provided input, where possible, in the reviews of their support plans. Care records were person centred and provided bespoke details in how best to support people and enable them to achieve their goals and aspirations. One health care professional told us, "Navigo extra work positively with people and professionals to ensure the care provided is person centred."

Staff worked in a proactive way and respected people's choices and wishes. Staff said they always provided people with choices regarding food, drinks, clothing and activities. Staff told us they gently encouraged people to keep motivated and active to promote a positive mental wellbeing. One member of staff told us, "Sometimes people don't want any support and even after encouragement if they say 'no,' we respect this. At times we just provide an ear to listen to what they have to say and that's all they need." Professionals spoke positively about the outcomes people who use Navigo extra have achieved. One professional told us, "Outcomes, so far have been positive and the clients have made progress that would possibly not have happened without the support from Navigo Extra."

Relatives told us the service was good at providing regular staff which they said was important for continuity

and relationship building with their loved one. One relative said, "[Person's name] wouldn't be able to cope with lots of changes and different faces so consistency of staff to support him is vital. Fair play to Navigo though they understand this and provide regular staff he knows and likes." One health care professional also said, "They keep the same staff team consistent and don't appear to have a 'high turnover' of staff. The support workers involved with my service users have been employed now for a while. This enables positive relationships to be built between support workers and service users. The support workers also become aware of the individual risks and how best to support someone at times of crisis."

The registered provider had a complaints procedure in place and they followed this procedure to respond appropriately to people's concerns and complaints. The service kept a record of all complaints; this detailed what the complaint was and any outcome and actions taken. The registered manager used this information to make service improvements. Records showed people's concerns had been documented and responded to in an appropriate time.

Is the service well-led?

Our findings

Staff we spoke with told us the management style was open and transparent. They told us they felt well supported by the registered manager and said it was a nice place to work. They said, "I think the leadership at Navigo extra is superb, all seniors and management give clear instructions and aim to help when you need it. I also think they praise staff when needed and do so in a way that makes you want to strive and be better." Another said, "We have two managers, one is our registered manager and the other is a project manager, I have found the management within the company to be the best it has ever been."

One member of staff told us, "At times the management is poor in my opinion and communication can be hit and miss. Sometimes it feels like us support workers are the last to find out things and I don't think our feedback is always listened to." We spoke to the registered manager who explained that things had been difficult in the early days of setting the service up but things were now getting better and they felt confident that improvements had been made since the service first started operating. One health care professional also told us, "When the service was set up, it was a little chaotic, and some of the clients were a bit upset, mainly due to the changes of workers that they had come to know. However, after a few changes in personnel and management, it is now working well."

The registered manager said they considered themselves to be "approachable and willing to listen to staff" as they recognised they were new to the role and still learning and developing themselves. The service encouraged staff to express their views through regular team meetings and supervision sessions. One member of staff told us a suggestion box was in place at the main office and comments and suggestions could be made if staff wanted to provide feedback. This was also used as a way of gaining anonymous feedback from staff who didn't want to be identified. One member of staff told us, "The service has an open door policy and it is easy to raise any concerns with management. I have found management to be very reactive with any concerns I have raised and I have also felt like I have been listened to with any concerns I have had."

Another member of staff told us, "I have worked for Navigo extra from the beginning. I can honestly say the improvements which the company has made are fantastic. We have policies in place which give staff guidance, supervisions are carried out monthly, staff have opportunity to voice their concerns and feel like they are listened to. Most importantly the service users have continuity of care from staff that have a great work ethos and drive to go the extra mile for the service users. I am proud to work for Navigo Extra."

The registered provider had a statement of purpose which outlined the main aim, which was to provide a service using a well-trained, empathetic and innovative team to enable and empower service users to reach their optimum health and wellbeing through a creative and holistic personalised service. The registered provider offered incentives for staff which included child care vouchers, car lease scheme and discounts at local leisure and retail outlets. The registered manager told us to celebrate Easter they had purchased chocolate Easter eggs to give to everyone who used the service and all staff.

The registered manager was aware of their responsibilities to notify the Care Quality Commission (CQC) and

other agencies of incidents that affected the safety and wellbeing of people who used the service. Minimal notifications had been received at the time of the inspection. However conversations with the registered manager assured us that they would report any incidents in a timely manner as and when required.

People were supported to express their views about the service. The registered manager showed us the quality assurance survey that had recently been completed and the feedback that had been received. The registered manager said that as the service grew and developed they had plans to request more feedback at regular periods throughout the year from people who used the service, carers and staff.

We looked at the audits in place at the service and saw that the registered provider completed audits for care records, training and medicines. We spoke to the registered manager about the frequency of when the audits took place and any changes that had been implemented following the audits. The registered manager told us there was currently no fixed timescales for when audits took place as this was an area they were still working on. They explained they would be working with the consultant project manager to develop and improve the auditing systems at the service.

We recommend that the registered provider reviews the auditing system in place at the service to ensure it is robust and effective.

The registered manager attended quarterly board meetings with the registered provider to share good practice, discuss issues and provide feedback on the service. They also attended local and national events to ensure they kept updated on changes happening in health and social care. The service had good connections with local agencies and worked positively in partnership with health and social care professionals. A health care professional told us, "The registered manager is fairly new in post but they are responsive to my telephone calls and emails. They appear to be supportive to staff and open to suggestions about ways of working. I am generally impressed with the support and care they provide."