

# Athena Healthcare (Fleetwood) Limited

## Lakelands Lodge

### Inspection report

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Date of inspection visit:  
21 July 2021

Date of publication:  
10 August 2021

### Ratings

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

# Summary of findings

## Overall summary

### About the service

Lakelands Lodge is a nursing home providing personal and nursing care to 28 people at the time of the inspection. The service can support up to 80 adults. Lakelands Lodge is a large purpose-built building providing passenger lift access to all floors. There are multiple communal spaces for people's comfort and enjoyment. It is situated on the promenade, close to local amenities and public transport. Lakelands Lodge will be referred to as Lakelands within this report.

### People's experience of using this service and what we found

The provider ensured sufficient staffing levels met people's requirements in a timely way. A staff member stated, "Staffing levels are very good and there is a really good skill mix." The registered manager monitored the environment, including infection control, and implemented measures to minimise the risks of harm or injury. They developed a skilled, competent staff team to manage people's medicines safely.

The registered manager implemented an extensive training package to underpin staff skills and knowledge. They discussed, agreed and monitored care plans with each person to guide staff to meet their requirements. People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice. The provider ensured people had good quality, nutritious food to reduce the risk of malnutrition.

The registered manager created care plans with information obtained from the person and their relatives. Care and communication centred on developing a calm, relaxed atmosphere. People told us staff had a kind, patient attitude. One person said, "They are all lovely. I cannot fault anyone."

The registered manager established person-centred care plans focused on meeting people's preferences. They developed an activities programme tailored to each person's needs to optimise their mental health and wellbeing. Clear information was available to people about raising concerns and how these would be managed.

Everyone we spoke with talked about a calm, relaxed atmosphere at Lakelands because of strong leadership and a cohesive workforce. An employee told us, "It's wonderful working here. [The registered manager] is great, well all the staff are." The registered manager undertook a range of audits to check everyone's welfare.

For more details, please see the full report which is on the CQC website at [www.cqc.org.uk](http://www.cqc.org.uk)

### Rating at last inspection and update

This service was registered with us on 20/11/2020 and this is the first inspection.

### Why we inspected

This was a planned inspection based on the service's registration date.

We looked at infection prevention and control measures under the safe key question. We look at this in all care home inspections even if no concerns or risks have been identified. This is to provide assurance that the service can respond to coronavirus and other infection outbreaks effectively.

### Follow up

We will continue to monitor information we receive about the service until we return to visit as per our re-inspection programme. If we receive any concerning information we may inspect sooner.

## 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.

Details are in our safe findings below.

Good ●

### Is the service effective?

The service was effective.

Details are in our effective findings below.

Good ●

### Is the service caring?

The service was caring.

Details are in our caring findings below.

Good ●

### Is the service responsive?

The service was responsive.

Details are in our responsive findings below.

Good ●

### Is the service well-led?

The service was well-led.

Details are in our well-led findings below.

Good ●

# Lakelands Lodge

## Detailed findings

### Background to this inspection

#### The inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 (the Act) as part of our regulatory functions. We checked whether the provider was meeting the legal requirements and regulations associated with the Act. We looked at the overall quality of the service and provided a rating for the service under the Care Act 2014.

As part of this inspection we looked at the infection control and prevention measures in place. This was conducted so we can understand the preparedness of the service in preventing or managing an infection outbreak, and to identify good practice we can share with other services.

#### Inspection team

This inspection was carried out by two inspectors.

#### Service and service type

Lakelands is a 'care home'. People in care homes receive accommodation and nursing or personal care as a single package under one contractual agreement. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

The service had a manager registered with the Care Quality Commission. This means that they and the provider are legally responsible for how the service is run and for the quality and safety of the care provided.

#### Notice of inspection

This inspection was announced. We gave the service 24 hours' notice to ensure people were not placed at any risk.

#### What we did before the inspection

We reviewed information we held about the service. We sought feedback from the local authority commissioning team. The provider was not asked to complete a provider information return prior to this inspection. This is information we require providers to send us to give some key information about the service, what the service does well and improvements they plan to make. We used all of this information to

plan our inspection.

#### During the inspection

We spoke about Lakelands with six people, seven staff and two members of the management team. We walked around the building to carry out a visual check. We did this to ensure Lakelands was clean, hygienic and a safe place for people to live. We looked at records related to the management of the service. We checked care records and looked at medication procedures; staffing and recruitment; infection control protocols; environmental hygiene and safety; people's feedback; leadership; and quality oversight.

#### After the inspection

We continued to seek clarification from the provider to validate evidence found. We reviewed the home's auditing system, complaints process and training matrix.

# Is the service safe?

## Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people were safe and protected from avoidable harm.

### Staffing and recruitment

- The provider ensured sufficient staffing levels met people's requirements in a timely way. One person commented, "They never seem rushed and it's always relaxed."
- The registered manager followed safe recruitment procedures in employing suitable staff to support vulnerable people. This included references and DBS checks.

### Assessing risk, safety monitoring and management; Learning lessons when things go wrong;

- The management team established a variety of risk assessments personalised to each individual's needs to mitigate risks to their safety. People said they felt safe. One person told us, "We moved here because we felt so safe, it's wonderful." Another person added, "It's a relaxed atmosphere with staff around to help."
- The registered manager monitored the environment and had implemented a range of control measures to minimise the risks of harm or injury. They reviewed incidents for any patterns and to apply change to improve the service.

### Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider had processes to admit people safely to the service.
- We were assured that the provider was meeting shielding and social distancing rules.
- We were assured that the provider was using PPE effectively and safely.
- We were assured that the provider was accessing testing for people using the service and staff.
- We were assured that the provider was promoting safety through the layout and hygiene practices of the premises.
- We were assured that the provider was making sure infection outbreaks can be effectively prevented or managed.

### Systems and processes to safeguard people from the risk of abuse

- The registered manager trained staff to underpin their knowledge about protecting people from harm or abuse. Staff confirmed this and were able to describe correct procedures, including reporting to appropriate authorities.

### Using medicines safely

- The registered manager developed a skilled, competent staff team to manage people's medicines safely. They checked procedures and assessed staff skills to ensure they remained safe. Staff followed correct procedures in line with national guidelines.

- People said they received their medicines on time and as prescribed. One person confirmed, "Yes, they are always on time with that, so important."



# Is the service effective?

## Our findings

Effective – this means we looked for evidence that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people's outcomes were consistently good, and people's feedback confirmed this.

Staff support: induction, training, skills and experience

- The registered manager implemented an extensive training package to underpin staff skills and knowledge. This included in-depth induction, specialist learning directed at the employee's specific role and ad hoc training, such as a COVID-19 workbook. People confirmed they were supported by experienced staff who understood how to support them.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law; Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live healthier lives, access healthcare services and support

- The registered manager discussed, agreed and monitored care plans with each person to guide staff to meet their requirements. There was a multi-disciplinary approach with local community and hospital services to ensure continuity of care and optimise each individual's healthy lifestyle.

Ensuring consent to care and treatment in line with law and guidance; Adapting service, design, decoration to meet people's needs

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People can only be deprived of their liberty to receive care and treatment when this is in their best interests and legally authorised under the MCA. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS). We checked whether the service was working within the principles of the MCA.

- At the time of our inspection, there were no authorised DoLS intended to support people to safely meet their needs. However, staff were able to describe good practice and supported people to make their day-to-day decisions. Records included evidence of consent to care and, where applicable, an assessment of the person's capacity.

Supporting people to eat and drink enough to maintain a balanced diet

- The provider ensured people had good quality, nutritious food to reduce the risk of malnutrition. Care records contained detailed plans and assessments to mitigate this risk and were individualised to each

person's preferences. The chef maintained a well-run, hygienic kitchen.

- People told us they had a wide-ranging menu and enjoyed their food. One person commented, "I cannot fault the food, lovely cooked breakfasts every day and lots of tea and snacks." Another person added, "They are good cooks here. We have home-made cakes every day."

# Is the service caring?

## Our findings

Caring – this means we looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people were supported and treated with dignity and respect; and involved as partners in their care.

Ensuring people are well treated and supported; respecting equality and diversity; Supporting people to express their views and be involved in making decisions about their care

- The registered manager created care plans with information obtained from the person and their relatives. This optimised the person-centred, respectful and caring staff approach. One person said, "They are patient, kind and always willing to please us."
- Care and communication was focused on developing a calm, relaxed atmosphere. A staff member explained, "If we're all calm and go about our work in a calm way, then it's stress-free for the residents. It absolutely should be, but here it really is a calm place for people to live."
- People consistently stated they were supported to make day-to-day decisions and were fully involved in the assessment and planning of care. They expressed how keen staff were to follow their choices and preferences. One person told us, "I have a shower every day and love it."

Respecting and promoting people's privacy, dignity and independence

- The management team ensured care planning was personalised and centred on optimising each person's independence. People talked about how staff went above and beyond in supporting them to maintain their dignity and self-worth. One person said, "They're very kind and always go the extra mile."

# Is the service responsive?

## Our findings

Responsive – this means we looked for evidence that the service met people's needs.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people's needs were met through good organisation and delivery.

Planning personalised care to ensure people have choice and control and to meet their needs and preferences

- The registered manager created person-centred care plans focused on meeting people's preferences. Their assessed needs were transferred to an electronic system to guide staff to understand their wishes.
- Staff spoke positively about how the electronic care planning system assisted them to work more cohesively. An employee stated, "The system is great. We can check things have been done or why not. It helps the team work together to be more responsive to the residents' needs."

Meeting people's communication needs

Since 2016 onwards all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard (AIS). The standard was introduced to make sure people are given information in a way they can understand. The standard applies to all people with a disability, impairment or sensory loss and in some circumstances to their carers.

- The provider supported people to effectively communicate their needs. They told us about a person whose first language was not English, so they acquired an electronic system to help them fully interact. The registered manager explained, "Learning to speak his language, we found he had full capacity. It changed everyone's understanding of him and his needs."

Supporting people to develop and maintain relationships to avoid social isolation; support to follow interests and to take part in activities that are socially and culturally relevant to them

- The registered manager created an activities programme tailored to each person's needs. People said staff worked hard to optimise their mental health and wellbeing. One person stated, "We have a room full of games and things and the staff try very hard to entertain us."

Improving care quality in response to complaints or concerns

- The registered manager supplied clear information to people about raising concerns and how these would be managed. We sampled a complaint and found the process matched the provider's policy.

End of life care and support

- The provider did not provide end of life care at the time of our inspection. Staff had detailed information about supporting people in an emergency. One staff member told us about the electronic care planning system and added, "I carry that person's care plan around in my pocket, so if I need some information urgently, I don't have to leave that resident."

# Is the service well-led?

## Our findings

Well-Led – this means we looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture.

This is the first inspection for this newly registered service. This key question has been rated good. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people

- Everyone we spoke with talked about a calm and relaxed atmosphere at Lakelands because of strong leadership and a cohesive workforce. An employee said, "I feel very comfortable, there's no stress. It's the atmosphere and the way we work and communicate so well as a team." Staff told us they felt valued and happy working at the home.
- People were highly complimentary about the registered manager. They described positive experiences of living at Lakelands and felt comfortable about raising concerns if they had any. One person said, "The manager's always around, he's not the type to hide in his office."

Working in partnership with others; How the provider understands and acts on the duty of candour, which is their legal responsibility to be open and honest with people when something goes wrong; Continuous learning and improving care

- The registered manager and staff worked closely with partner agencies in the holistic continuity of people's care. This included hospital and community health and social care services.
- Staff talked about an open culture where they were encouraged and supported to learn from incidents. They consistently spoke highly of the registered manager. One employee stated, "He's very supportive, I am very happy here." Another staff member added, "There's really good support from management."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements; Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- The registered manager undertook a range of audits to check everyone's welfare. These were reinforced with a wide variety of policies and procedures. Management systems were enhanced in line with national guidance to provide an extra layer of support during the pandemic.
- The registered manager sought staff and people's feedback about living and working at Lakelands. Staff confirmed they felt listened to and comfortable to talk about any concerns or suggestions they had. An employee explained, "It's an open-door policy, so no matter how busy he might be, if you have a problem he is always there."