

Newlife Care Services Limited

Grizedale

Inspection report

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

About the service

Grizedale is a care home which provides residential care for up to 7 people. People who have a learning disability and may at times have mental health needs are supported at Grizedale. At the time of our inspection there were 7 people using the service.

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

We expect health and social care providers to guarantee people with a learning disability and autistic people respect, equality, dignity, choices and independence and good access to local communities that most people take for granted. 'Right support, right care, right culture' is the guidance CQC follows to make assessments and judgements about services supporting people with a learning disability and autistic people and providers must have regard to it.

Right Support

The registered manager operated an ethos of always striving for excellence and staff found this greatly motivated them. People and relatives said staff excelled at their jobs and always went above and beyond in delivering care. This had led to people having exceptional experiences. People had become integral to the community and were welcomed to local community events. 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 person-centred culture was evident throughout all aspects of the service. Support plans were totally individualised and representative of the person. With appropriate permissions the plans included photographs of exactly how to provide support for people and videos about their life history. Staff consistently looked to make positive impacts on each person's life.

People were supported safely with medicines. The deputy manager went beyond and above ensuring medicines were given in line with best practice. They had arranged for the pharmacist to show staff and people what to do in relation to crushed tablets, which was translated into written and pictorial support plans. People found seeing what was happening to their medicine very helpful and reduced any anxiety they might have around taking them.

Staff followed Infection prevention and control good practice guidance. A staff member had become the infection control champion, so made sure staff followed the latest guidance. Their diligent, tireless promotion of best practice has led to no one contracting COVID19 or other respiratory diseases throughout the pandemic.

Right Care

Staff promoted equality and diversity in their support for people. The registered manager continually looked at how to enhance the service. They involved staff and people in thinking about creative ways to ensure the

service delivered optimum care and support. The culture within the service had assisted people to form great friendships with each other and people in the wider community. Staff acted as advocates and put together compelling cases to ensure everyone received equitable and effective care. The strong advocacy principles had led to significant improvements for people's quality of life.

The provider had enough appropriately skilled staff to meet people's needs and keep them safe. Where people had support, this was flexible, generally available and to the level needed. Staff had developed a comprehensive activities programme, which was designed to assist people to explore their hidden talents and aspirations. Multiple examples were provided around how the service had enriched people's quality of life. Staff discussed how they treated each day as a new one for finding opportunities for people to have rich and varied experiences. People discussed with joy how their lives were wonderful and meaningful.

Right culture

The registered manager was open to new ways of working and ongoing improvements were introduced to promote independence and inclusivity. The registered manager took an active role in supporting staff with career development and increased staff awareness around the positive impact they could have on people's lives. This in turn had led to staff continually striving to provide an outstanding service and very low turnover. Staff morale was very high, and the registered manager recognised having a happy workforce led to continuity of care and people always being supported by those who really know them.

The registered manager fostered a culture of belonging and encouraged collaboration. Staff placed people's wishes, needs and rights at the heart of everything they did. The provider had been so impressed with the innovative creation of video support plans they were now rolling this practice out across the other homes they operate. Staff sought advice and feedback from everyone involved in people's care. The registered manager acted as an advocate and readily challenged when people were not receiving equitable care.

Staff were passionate about providing good care outcomes and took ownership for their practice. People found the service provided a high standard of care and the quality of staff working with them was exemplary. Staff found the registered manager introduced exceptionally innovative, caring and empathetic ways to support people to get the best quality of life possible. The team had won a range of awards as had the people who used the service.

For more details, please see the full report which is on CQC website at www.cqc.org.uk

Rating at last inspection

The last rating for this service was good with the caring domain rated as outstanding (published 13 September 2017).

Why we inspected

This inspection was prompted by a review of the information we held about this service.

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 COVID-19 and other infection outbreaks effectively.

You can read the report from our last comprehensive inspection, by selecting the 'all reports' link for Grizedale on our website at www.cqc.org.uk.

Follow up

We will continue to monitor information we receive about the service, which will help inform when we next inspect.

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.

Details are in our safe findings below.

Is the service responsive?

Outstanding ☆

The service was exceptionally responsive.

Details are in our responsive findings below.

Is the service well-led?

Outstanding ☆

The service was exceptionally well-led.

Details are in our well-led findings below.

Grizedale

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

An inspector carried out the inspection. An Expert by Experience made telephone calls to relatives of people who used the service. An Expert by Experience is a person who has personal experience of using or caring for someone who uses this type of care service.

Service and service type

Grizedale is a 'care home'. People in care homes receive accommodation and personal care as a single package under one contractual agreement dependent on their registration with us. Grizedale is a care home without nursing care. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

This service is required to have a registered manager. A registered manager is a person who has registered with the Care Quality Commission to manage the service. 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. At the time of our inspection there was a registered manager in post.

Notice of inspection

This inspection was conducted through a mixture of unannounced and announced visits.

What we did before inspection

We reviewed information we had received about the service since the last inspection. We sought feedback from the local commissioners and professionals who worked with the service. We used the information the provider sent us in the provider information return (PIR). This is information providers are required to send us annually with key information about their service, what they do well, and improvements they plan to make. We used all this information to plan our inspection.

During the inspection

We spoke with 6 people who used the service about their experience of the care provided and contacted 6 relatives.

We spoke with the registered manager, deputy manager and a care staff member. We also received verbal and written feedback from the whole staff team and from visiting professionals.

We reviewed a range of records, which included two people's care records, staff files and a variety of records relating to the management of the service, including policies and procedures.

Is the service safe?

Our findings

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

At our last inspection we rated this key question good. At this inspection the rating has remained good. This meant people were safe and protected from avoidable harm.

Assessing risk, safety monitoring and management; Systems and processes to safeguard people from the risk of abuse

- Staff understood when people required support to reduce the risk of avoidable harm. The risk assessments in place were very detailed and effectively assisted staff to safely mitigate risks.
- The provider ensured the building was safe and well maintained.
- The provider had safeguarding systems in place. Staff said they had training and a good understanding of what to do to make sure people were protected from harm or abuse.
- People confirmed they felt safe using the service. One person told us, "I love it here."

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 MCA 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 Mental Capacity Act (MCA). In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS)

- We found the service was working within the principles of the MCA and if needed, appropriate legal authorisations were in place to deprive a person of their liberty.

Using medicines safely

- People's medicines were managed safely. Staff were trained in medicines management and were assessed as competent to administer people's medicines.
- Staff were given clear guidance on when to administer 'as and when required' medicines. When people's needs changed the staff sought additional information from their local pharmacist.
- Staff had worked with a local pharmacist to learn how to safely administer crushed medication.
- Regular checks were carried out of people's medicines to ensure records were accurate.

Staffing and recruitment

- There were enough staff to safely care for people. Staff felt enabled to deliver person-specific care which enhanced people's quality of life. People found the staff were always available and very attentive.
- The provider operated safe recruitment systems.

Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider was meeting shielding and social distancing rules.
- We were assured that the provider was admitting people safely to the service.
- 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.
- We were assured that the provider's infection prevention and control policy was up to date.

Visiting in care homes

- The provider was facilitating visits for people living in the home in accordance with the current guidance.

Learning lessons when things go wrong

- The registered manager constantly critically reviewed the operation of the service and actively made changes as and when these were needed.

Is the service responsive?

Our findings

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

At our last inspection we rated this key question good. At this inspection the rating has changed to outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- People led lives which were full of meaning and enjoyment. Staff provided varied opportunities to engage in entertaining, stimulating and rewarding social activity. People had become integral to the community and were welcomed to local community events. They were routinely invited to join events within the local church and community centre.
- Staff had taken a great deal of time getting to know people and find out their interests. One person was an avid gardener and had won prizes from the provider and the community, including first and second prize for the display they had created in the garden. Another person had a passion for double decker buses, so staff had arranged for them to go on a VIP tour. The memory book they made showed the sheer enjoyment they experienced both at the presentation given by the company to riding on the bus and sitting in the driver's seat.
- The provider and registered manager considered how to enhance people's lives. They had held a variety events and recently people attended a black-tie event. People showed us the pictures of them dressed in gowns and tuxedos. They expressed clearly how this had made them feel exhilarated and special.
- Staff went above and beyond finding crafts and activities people would enjoy. They took ownership for delivering a service which consistently offered social inclusion and activity. All staff joined in activities with people and ran art, games and other entertaining sessions during the day. People showed us the craft projects they worked on and were delighted with their creations.

Meeting people's communication needs; Planning personalised care to ensure people have choice and control and to meet their needs and preferences

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 staff team delivered person-centred care with people having choice and control regarding how staff met their needs. Staff had ensured care plans contained pertinent information about people's needs and preferences to enable staff to provide appropriate care.
- The provider and registered manager understood the AIS requirements and had made sure appropriate communication tools were in place. The registered manager has continued to think creatively around how to make support plans completely individualised and representative of the person. Support plans had, with appropriate permissions, included photos of how to support people. For example, one person used a wheelchair and pictorial support plans showed staff exactly how to use the hoist and support them with

transfers. This made it easier for staff to provide the care and support. The person told us they really enjoyed having their pictures taken.

- The registered manager had developed a new format for recording information about people's life. They had created short films using photos and people talking about their lives, which the provider's media team had edited. These really brought the information to life and the registered manager found staff readily absorbed the information and used it when talking to people. Staff had developed a greater appreciation for the lives people had led.
- The staff team worked in an extremely collaborative way with other healthcare professionals to provide individualised support. They had worked with a local pharmacist to learn how to safely administer medication when it needed to be crushed. They learnt which medicines could be crushed, what could not be mixed, what foods to put medicine in and the need to wear goggles. This information was shared with the person in a pictorial format so they too could understand what was happening. Staff found this learning really supported them to administer the person's medicines correctly.
- People found the service was extremely person-centred. They were observed laughing and enjoying spending time with each other and the staff as well as the crafts they were completing. One person was using their late mother's scone recipe to make snacks for everyone. Staff told us the person knew the recipes off by heart and often showed the staff how to make a particular item. They found making these recipes always led to the person sharing wonderful memories with them about their life. One person showed us the sequin pictures they had made and was delighted with how they had turned out. They said staff had found this craft when they were out and thought of them, which they were delighted about.
- Relatives were very complimentary about the service. One relative said, "[Person's name] has come on so much in this last 5 years and that's all down to the wonderful staff and management at Grizedale. I could not fault Grizedale at all. [Person's name] is happy and that makes me happy." Another relative said, "Staff are so inventive and really my relative has enjoyed a quality of life we could never have matched. I can't describe how much the staff have enriched their lives. Each time we see them they glow with excitement, as they tell us about the latest thing they have been doing." Another relative said, "The difference I have seen since my relative moved to Grizedale. They are more confident and outgoing. In fact, it is astounding how they no longer need the medicines they were on to reduce their behaviours."

Improving care quality in response to complaints or concerns

- The service had an effective system in place for managing concerns and complaints. People and relatives said they had no complaints and were happy to raise any concerns with the management team. Since the last inspection no complaints have been received. Staff discussed how they treated each day as a new one for finding opportunities for people to experience rich and varied experiences. People discussed with joy how their lives were wonderful and meaningful.
- The registered manager used all feedback to assist them to improve the quality of care. Relatives said, "We have had very few concerns but if they do arise the staff make sure these are dealt with swiftly."

End of life care and support

- Staff understood how to provide good end of life support. One person had lived at the service for over 10 years but due to a change in needs had required nursing care. Staff visited them regularly at their new care home and staff stayed with them during their last days. They had no family so staff took on the role and the wake would be held at Grizedale. People benefitted from being able to celebrate this person's life and share memories.
- Staff had proactively worked with GPs and consultants to ensure people could access appropriate medical care in a timely manner. The registered manager acted as an advocate and readily challenged when people were not receiving equitable care. For example, they had found one person would benefit from an operation to alleviate the pain they experienced. Initially the clinicians were reluctant to perform this but the registered manager put forward a strong case, which changed everyone's opinion. The person was able to have the

operation and this greatly enhanced their life.

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.

At our last inspection we rated this key question good. At this inspection the rating has changed to outstanding. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

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

- The staff team had a strong ethos of individualised care. Relatives praised the home's culture of personalised care. They told us, "My husband and I can't praise the service and staff highly enough!" and "I am so grateful for the outstanding care provided to my relative, which is all down to how well [registered manager] and the team support them. [The registered manager] really runs a tight ship and nothing is ever amiss" And, "The service at Grizedale is spot on. I couldn't be happier. The support at Grizedale by staff and management is brilliant. They always seem to be trying to find new ways to make life better for [person's name]."
- The registered manager continually looked at how to enhance the service and involved all the staff and people in thinking about creative ways to ensure the service delivered optimum care and support. There were multiple examples of significant improvements to the well-being of people from the person-centred care they received. For instance, people's confidence had markedly increased, as they enjoyed so many new and interesting experiences.
- The registered manager has continued to complete in-depth analysis of the operation of the service and this has led to year on year enhancements. The staff discussed how the registered manager operated an ethos of always striving for excellence and how they found this good practice. Staff said they felt supported by management. Staff said, "We have staff meetings every month and these are really helpful, we discuss a lot about how to further improve the home. We have scenarios about various aspects of our role and expectations, which gives you a good insight into how others think."
- The staff team worked well with other professionals. Staff closely worked with people's GPs to ensure people received equitable social and medical care. Care professionals praised the staff for their person-centred approach. One healthcare professional said, "I have always found staff really go above and beyond when supporting people. The manager constantly looks for new and creative ways to support people. They have worked at the home for many years but never stopped looking at how to innovate. There has never been a dip in practice and all enhancements have always been sustained."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements

- The service continued to be led by a strongly motivated and committed registered manager. They involved all the staff and people in thinking about creative ways to develop the service.
- Staff understood the responsibility of their role. They felt empowered by the registered manager and greatly valued the person-centred culture and ethos of the service, which always aimed to ensure

exceptional care was delivered. Staff members said, "I find my views are listened to and any suggestions I made have been taken on board and put into place. I am really happy to work at Grizedale it is a fantastic place to work, all the staff work together as a team and the care provided to the clients is second to none." And "The opportunities I have been given at Grizedale have been fantastic and I never thought I would be where I am now. My manager has put me forward for all these opportunities and has supported me throughout every process."

- The provider and registered manager actively celebrated and acknowledged success. The provider's newsletters consistently highlighted how the staff and people at Grizedale were held in high regard and their achievements over the last couple of years were recognised and trumpeted.
- Since the last inspection the provider has given the staff 6 awards, which were for national achievement where they had competed against the provider's other services to gain them. These were for excellence at delivering various aspects of the service. For example, the excellence award for 'Dedication to Ensuring People Receive the Best Care and Support'.

Continuous learning and improving care; 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

- The registered manager established and maintained trust, fostered a culture of belonging and encouraged collaboration. The registered manager and staff continually strived to enhance the service, despite the challenges of the pandemic. People enjoyed a wide and varied life, and this was clearly reflected in the care records.
- Staff were extremely complimentary around how the registered manager had encouraged them to reach their potential and strive to learn more. One staff member said, "Since I started working at Grizedale I have been given the opportunity to take and pass both levels 2 and 3 apprenticeship. I also decided through my work role to become dignity champion and have recently worked with my manager on a new tool to provide an introductory video on how we support people in Grizedale."
- External professionals were very complimentary about the innovative practices that were being adopted. The provider had been so impressed with the registered manager's development of a video approach to sharing people's life history they had shared this with all of the care homes they operate. The local authority commissioners had asked to share this innovative approach to developing care records with their local registered manager network (this was a forum for managers in the Durham area to use to assist them enhance their learning). The registered manager was routinely asked to support other local care home managers and share her knowledge and templates.
- Staff told us people were at the very centre of the service. One staff member told us, "I love working at Grizedale and find it a brilliant place to work. I am very proud to say I work at Grizedale and the care we give to our clients is brilliant. The home is well run and we all work together as a team. I have no issues at all. What we have achieved at Grizedale is fantastic both for the clients and the staff."
- The provider and registered manager understood the duty of candour and their legal responsibility to be open and honest. The registered manager was praised by relatives for their openness. Relatives described them as "approachable, supportive, very honest and open".

Working in partnership with others; Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- The registered manager and staff continued to work in an extremely collaborative way with other healthcare professionals. They had proactively worked with a local pharmacist, GPs and consultants to ensure people could access appropriate medical care in a timely manner.
- Relatives commented on the excellent communication between themselves and the home, which had given them significant reassurance during the pandemic.
- Staff discussed how they treated each day as a new one for finding opportunities for people to experience rich and varied experiences. People discussed with joy how their lives were wonderful and meaningful.

