

## The RAF Association (RAFA)

# Flowerdown House

### Inspection report

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Date of inspection visit:  
15 January 2020  
20 January 2020

Date of publication:  
05 February 2020

### 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

Flowerdown House is a hotel which offers short breaks to serving or ex Royal Airforce personnel and their families. The service provides accommodation for up to eight people with care needs in specific bedrooms. During our inspection there were no people receiving care staying at the service. However, on the second day of our inspection the registered manager arranged for regular guests to visit the hotel to speak with us. The property is a large detached house on the sea front.

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

The person and their relative that we spoke with were full of praise for the staff and their experience of staying at the hotel. People told us, "They are wonderful, they will do anything for us. I have a real holiday here." Staff we spoke with demonstrated commitment to ensuring people had the best holiday they could, in a way they wished. Both staff and people using the service described it as, 'a family.'

People felt well-cared for at the service. Staff described how important it was to support people to be as independent as possible. Staff told us about supporting people with their choices and how important it was to get to know people. All the staff we spoke with told us they enjoyed getting to know people and spending time with them. Staff told us they had as much time as needed to support people.

### 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.

People were cared for safely at the service, the environment was well-maintained and equipment was serviced regularly. Staff assessed any risk to people and took steps to minimise these. There was a range of equipment such as ceiling hoists and electric mobility scooters available to assist people. The premises were clean and fresh with a range of level-access communal areas.

The provider had systems in place to enable people to access healthcare support whilst on holiday. Staff made sure people had enough to eat and drink and people told us they always had choice. Where people had been unhappy about the food the registered manager had made changes based on their feedback.

People's care and support was based around their needs and preferences. Staff told us they always made sure they knew how and when people liked their support. In order to make sure staff could give everybody the time they needed they balanced people's holiday bookings so there wasn't several people with high needs at the same time.

The service was well-managed. Staff were very positive about working at the service; some staff had been there many years. The registered manager had systems in place to monitor the quality of the service. Where they had identified shortfalls in quality, action had been taken.

People were supported to have maximum choice and control 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.

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

The last rating for this service was good (published 07 June 2017).

#### Why we inspected

This was a planned inspection based on the previous rating.

## 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 effective?

Good ●

The service was effective.

Details are in our effective findings below.

### Is the service caring?

Good ●

The service was caring.

Details are in our caring findings below.

### Is the service responsive?

Good ●

The service was responsive.

Details are in our responsive findings below.

### Is the service well-led?

Good ●

The service was well-led.

Details are in our well-Led findings below.

# Flowerdown House

## 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.

#### Inspection team

The service was inspected by one inspector.

#### Service and service type

Flowerdown House 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 unannounced.

#### What we did before inspection

We reviewed information we had received about the service since the last inspection. We used the information the provider sent us in the provider information return. This is information providers are required to send us with key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections. We used all of this information to plan our inspection.

#### During the inspection

We spoke with one person who used the service and one relative about their experience of the care provided. We spoke with six members of staff including the registered manager, deputy manager, and care

workers.

We reviewed a range of records. This included two people's care records. We looked at two staff files in relation to recruitment and staff supervision. A variety of records relating to the management of the service, including policies and procedures were reviewed.

After the inspection

We continued to seek clarification from the provider to validate evidence found. We looked at training data and quality assurance records.

# Is the service safe?

## Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm. At the last inspection this key question was rated as good. At this inspection this key question has remained the same. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse

- The provider had systems and processes in place to safeguard people from abuse. Staff and the registered manager were aware of what constituted abuse and how to report it. Staff received training in safeguarding adults.

Assessing risk, safety monitoring and management

- Staff at the hotel carried out an assessment of risks to people before accepting a booking to ensure people could be cared for safely.
- Environmental risks were assessed and managed. Where risks had been identified these were rectified.

Staffing and recruitment

- There were sufficient numbers of staff, safely recruited. The provider carried out checks on staff before recruiting them to reduce the risk of employing staff who were unsuitable.

Using medicines safely

- Staff mostly did not manage people's medicines. However, safe storage was available if needed and staff were trained in the safe administration of medicines. On one occasion staff had identified a person using their medicines incorrectly and had taken immediate action.

Preventing and controlling infection

- People were protected from the risk of infection. Staff had received recent infection control training. The hotel was clean, bright and fresh-smelling throughout.

Learning lessons when things go wrong

- Staff recorded any incidents which took place in the hotel. The majority of incidents involved guests not in receipt of care. Accidents and incidents were analysed to identify how recurrence could be prevented.

# 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. At the last inspection this key question was rated as good. At this inspection this key question has remained the same. This meant people's outcomes were consistently good, and people's feedback confirmed this.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- Staff carried out an assessment before people with care needs were booked in to the hotel. The assessment checked that staff would be able to look after each person safely. The assessment looked at where people were independent as well as the care needed.

Staff support: induction, training, skills and experience

- Staff were trained and supervised. The hotel had been closed for a week prior to our visit to deliver mandatory training such as medication, moving and handling and fire awareness. New staff received an induction and had a review at the end of their probationary period.

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

- People staying at the hotel had enough to eat and drink. There was a choice of meals and people could request specific menus such as diabetic or vegetarian. One person told us, "I don't like the lunchtime choice so they'll do me an omelette. They go the extra mile."

Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live healthier lives, access healthcare services and support

- The staff team worked closely with local health care providers to arrange temporary healthcare support for people. People were supported to have temporary registration at a local GP surgery for the duration of their holiday. Staff arranged any needed visits from community nurses to change dressings, for example. The deputy manager told us, "We can arrange for dialysis appointments if we have enough notice."

Adapting service, design, decoration to meet people's needs

- The provider had adapted rooms available. For example, two rooms had ceiling hoists. Bedrooms were wheelchair accessible and people were able to have level access to their room. The garden, which contained a smoking area, was wheelchair accessible as were all communal areas. The hotel was well-maintained, bedrooms were clean and attractive. The registered manager told us there was an ongoing program of refurbishment.

Ensuring consent to care and treatment in line with law and guidance

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.

- The service were unable to accept bookings for people who were deprived of their liberty.
- People who stayed at the hotel had capacity. Staff explained the service was not particularly suitable for people who did not have capacity who could become disorientated and unable to cope with an unfamiliar environment. If a person was likely to struggle the provider required them to be accompanied by someone who could provide support.

# 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. At the last inspection this key question was rated as good. At this inspection this key question has remained the same. 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

- People were treated with kindness, compassion and respect. We were told, "They make you so welcome. As soon as they open the door you feel part of the family." Staff said, "Guests return and they think of us as their second family." Staff demonstrated a clear understanding of people's needs and told us they enjoyed helping people enjoy their holiday.
- Staff and the registered manager spoke enthusiastically about the hotel and the help they could give people. Staff told us they loved their job, one member of staff told us, "It's a very special place."
- Staff described how important the social element of their stay was for people, "A lot of people are on their own and they come for company." They tried to ensure a good social atmosphere and helped people get to know each other and join in. One person told us, "It is great to be able to come and talk to other people. Its lovely to sit in the lounge in the evening, have a few drinks and chat to people."
- Staff received training in equality and diversity. They had a good understanding of this and explained they would challenge any discrimination.

Supporting people to express their views and be involved in making decisions about their care

- Staff told us they sought people's views about how they wished to spend their time and did their best to facilitate this. Where possible staff would help arrange for carers to have a break. One member of staff said, "People can change their minds, have breakfast in bed and a long leisurely shower if they wish."
- A relative said, "We are absolutely free to do what we want."

Respecting and promoting people's privacy, dignity and independence

- People's privacy and dignity was respected. Staff told us, "The most important thing is dignity and giving choice." Staff were mindful about maintaining people's independence. They explained that they helped people continue to do the things for themselves they did at home. Staff said they would ask people, "How can we assist you to do the things for yourself you do at home?"
- Staff were sensitive to any potential needs people may have at home and explained they were able to either refer directly to the provider for additional support or signpost people for additional help.

# Is the service responsive?

## Our findings

Responsive – this means we looked for evidence that the service met people's needs. At the last inspection this key question was rated as good. At this inspection this key question has remained the same. 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

- Care was personalised to people's needs. People completed a pre-booking form which contained information about their care and support needs. The registered manager ensured that they did not have several people with high care needs staying at the same time as this could compromise the time staff were available to support them. Staff told us, "Here you've got as much time as needed for each person."
- Staff explained how they helped people settle in, "We go through the booking -in form and ask how they'd like things, what time and so on. We offer a cup of tea and people settle in quickly."

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 had access to three trips out a week with entertainment in the evenings. Outside entertainers came in but there was also board games and bingo. The hotel had a range of RAF memorabilia and information.

Staff told us they could also accompany people on trips into town or to cafes in the local area.

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.

- People's communication needs were catered for. For example, we saw a sign for audio books in the lounge.

Improving care quality in response to complaints or concerns

- Concerns and complaints were logged and managed in line with the provider's policy. The majority of complaints we saw were about the food. For example, one person complained about the quality of the vegan menu. The registered manager told us they had worked with the chef to improve the menu.

# 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 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

- There was a clear vision and strategy to deliver high quality care. The registered manager and staff described how they aimed to achieve the best stay possible for people. They explained that they also looked for any ways they could arrange any support people needed when they returned home.
- The whole team demonstrated a very high degree of commitment to ensuring they supported people without compromising their independence. They spoke about how valuable the service was to people and were very clear it was their holiday.
- Staff morale was high; staff told us they loved working at Flowerdown House. Some staff had worked there for many years and described it as being, 'like a family.'

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

- The provider and registered manager had a comprehensive governance system and understood their regulatory responsibilities. The service was meeting all their regulatory requirements.

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

- Staff told us there was a very open culture and it was easy to speak up with either concerns or ideas. Where people had raised concerns they were responded to with transparency and an apology for any failings.

Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- People who stayed at the service and staff were able to contribute to the running of the service. The registered manager responded to complaints and implemented change where needed. For example; one guest had asked staff to lower the mirror in one en-suite and move the radiator to improve wheelchair access, which had been done.
- Staff supported people to access the community during their holiday. As well as planned trips out staff were able to provide support for other activities such as trips into town or to the beach.

Working in partnership with others

- The registered manager worked in partnership with the RAF welfare services. This meant they could help people receive more support, if needed, when they returned home. The service also had links with local healthcare providers to reduce the barriers to people having a holiday.