

Sanctuary Home Care Limited

# Sanctuary Supported Living (Greenwich Care Services)

## Inspection report

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## Ratings

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

# Summary of findings

## Overall summary

This announced inspection took place on 27 April 2016. Sanctuary Supported Living (Greenwich Care Services) provides outreach, recovery and rehabilitation support for people with complex mental health needs living in the community. At the time of the inspection 22 people were using the service, including six people who were residing at the service's supported living scheme. This is the first comprehensive inspection of the service by the Care Quality Commission (CQC) since registration in 16 April 2015.

There was a registered manager in post as required. A registered manager is a person who has registered with the CQC 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 and associated Regulations about how the service is run.

People, their relatives and healthcare professionals were very positive and highly complimentary about the quality of care and support provided to people at the service. The registered manager involved people, relatives and healthcare professionals to ensure people received the support they required and to make decisions that were in their best interests.

Relatives, staff and professionals spoke highly of the registered manager who they said demonstrated a strong leadership and provided hands on approach to the care people received.

Staff understood how to manage risks to people's health and supported them to develop and reach their full potential. Staff had sufficient guidance on positive management of behaviours that may challenge the service and others which protected people's dignity and rights.

Staff supported people to identify and manage their changing needs in a flexible way to ensure they made progress towards their recovery.

The provider used a robust recruitment procedure which ensured people received support from staff vetted as suitable to work with vulnerable people. People were involved and contributed to the recruitment process of potential staff.

Staff had detailed knowledge of people's needs and had the skills and knowledge to provide their care effectively. The registered manager carried out regular supervision sessions and appraisals. Staff felt well supported and understood their roles and responsibilities to ensure they delivered people's support in an effective manner.

The service actively sought people's and their relatives views about the service and listened and acted on their ideas. People and staff openly celebrated achievements and any setbacks and agreed to make changes to their support plans as necessary.

Staff treated people with dignity and respect and provided their care and support in a caring and compassionate way. Care plans contained thorough and well documented assessments of people's individual needs and the support they required. People received their care and support as planned and as they wished.

People were supported with their nutritional needs and encouraged to adopt healthy lifestyle choices. Staff ensured people accessed healthcare services they required for advice, treatment and support. People continued to acquire new skills and gain confidence in living their lives as independently as possible. People took part in activities they enjoyed and were encouraged to try new things based on their individual interests, hobbies, preferences and abilities.

People, their relatives and healthcare professionals said the registered manager was a role model who promoted a person centred approach to the care and support provided to people. Staff thoroughly assessed people's needs and had clear guidelines and support plans on how to support people with their rehabilitation, intervention and treatment plans.

The registered manager effectively used the audit systems in place to continually monitor the quality of the service and had plans for improving the care and support people received.

The service was committed to research, innovation and public education in the field of supported living. The registered manager monitored incidents and accidents and put plans in place to prevent recurrence.

Staff sought and received people's consent to the care and treatment they received. The registered manager responded and investigated complaints in line with the provider's guidance.

Staff understood how to protect people from possible harm. There were sufficient numbers of appropriately skilled staff on duty meet people's needs. Staff managed and administered people's medicines safely.

## 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 ●

Staff ensured people were safe from the risk of avoidable harm. The service identified risks to the person and others to keep them safe. Risks to people were regularly reviewed and staff supported people live safely.

Staffing levels were sufficient to ensure people received the level of support they required in a consistent and reliable manner.

Staff managed people's medicines safely.

### Is the service effective?

Good ●

Staff received regular and ongoing support through regular supervision, appraisal and training, which ensured they had the relevant skills and expertise to meet people's needs effectively.

Staff obtained people's consent to care and treatment and supported people in line with Mental Capacity Act 2005.

Staff worked in partnership with other health care professionals and supported people to access health care services when they needed them.

### Is the service caring?

Good ●

The service was caring. People, their relatives and healthcare professionals involved in their care praised staff for their caring and professional approach.

Staff engaged people as partners in their care, treatment and rehabilitation. People were involved in developing their care plans and felt listened to by the service. People were supported and encouraged to develop their independence.

Staff respected people's confidentiality, privacy, dignity and human rights. Staff knew the people they were caring for well including their preferences, likes and dislikes.

### Is the service responsive?

Good ●

The service was responsive to people's needs. Staff assessed people's needs and responded to the changes in their health.

The service engaged with people and ensured they received care based on their individual rehabilitation, personal needs, aspirations and preferences.

Staff supported people to make choices and have control of their lives and well-being.

The registered manager considered people's views and opinions about the service. People knew how to make a complaint.

### **Is the service well-led?**

The registered manager was described as approachable by people and staff. Staff felt very well supported and valued at the service.

The registered manager used effectively robust systems to identify and monitor the quality of the service and drive improvement where necessary.

The service worked in close partnership with other organisations and healthcare professionals and made sure they followed current best practice and provided a high quality service.

**Good** ●

# Sanctuary Supported Living (Greenwich Care Services)

## **Detailed findings**

### Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection checked whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act, 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 27 April 2016 and was carried out by an inspector. We gave the registered manager 48 hours' notice before the inspection to make sure that appropriate staff and managers would be available to assist us with our inspection.

Before the inspection, we contacted the local authority contracting team who told us they had no concerns about the service. We also reviewed information we held about the service including statutory notifications sent to us by the registered manager about incidents and events that occurred at the service. Statutory notifications include information about important events which the provider is required to send us by law.

The provider completed a Provider Information Return (PIR). PIR is a form that requires them to give some key information about the service, what the service does well and improvements they plan to make. We used all this information to inform the planning of the inspection.

We undertook the inspection at the service's office, which was on the same premises as the block of flats used for the supported living scheme. During the inspection we spoke with four people using the service and three relatives. We also spoke with four members of care staff, two team leaders, an administrator and the registered manager.

We reviewed five people's care records and their medicines administration records. We looked at staff records including recruitment, training, supervision and appraisal reports. We reviewed safeguarding procedures and the complaints procedure. We looked at quality monitoring arrangements including

compliments records, team meeting minutes, accident and incident reports, a sample of policies and procedures and quality assurance records.

After the inspection we contacted and spoke with a local authority commissioner, two community mental health teams and two care coordinators and received feedback from three social care professionals.

## Is the service safe?

### Our findings

People told us they felt safe using the service. One person told us, "I am absolutely safe here. Staff help me to stay safe in my own home. I have known my carers for some time and they do look after me very well." Another person said, "I have peace of mind because I know the staff are there to help me keep safe." A relative told us, "[Person's name] is safe at the service. They take good care of everyone." A care coordinator told us, "People needs are met in a safe way. Staff have a good understanding of people's needs and [Person's name] continues to make progress because of the safe care provided at the service."

The registered manager assessed the risks people presented to themselves and others and ensured staff had sufficient guidance to manage these risks to keep people safe. People had comprehensive risk assessments which included guidelines for staff to follow when supporting people.

The registered manager had taken action to minimise the risks of avoidable harm to people. Staff understood the types of potential abuse that could happen to people and how to recognise the signs and symptoms if they had been abused. Staff had clear understanding of the provider's safeguarding policy and the reporting procedures to ensure they protected people in the event of any allegation or suspicion of abuse. A member of staff told us, "It is my responsibility to report any concerns I have. I am confident the manager would act on them and I would be well supported by the management team." Records showed the registered manager had made referrals to the safeguarding team when they had concerns to ensure appropriate action could be taken to protect a person's safety.

People received support from suitable staff who were recruited through a safe and robust recruitment and selection process. The provider carried out appropriate checks before staff started work at the service. Records showed pre-employment checks, written references, satisfactory criminal record clearance, applicants' identity and right to work were obtained and verified.

The service was sufficiently staffed seven days a week between 9am – 9pm and met people's needs consistently. There was a service available to people outside these hours to access staff if they needed support. For example, support with their medicines or any health needs. People knew how to contact staff including using a 24-hour emergency out of hours number, which was free of charge. One person told us, "There's always someone readily available for a chat or to help." One relative told us, "[Person's name] has someone to help when needed." Staff told us there was an on-call manager and staff on standby in case of any emergency at the service.

The registered manager monitored and analysed accidents and incidents and ensured staff took appropriate action to reduce the risk of recurrence. Staff understood their responsibility to report incidents as they happened to the senior on duty. Incidents were discussed which ensured staff learnt from those events and protected people from the risk of harm. Staff knew what to do in case of emergency. For example, the service had reported concerns promptly to the person's care coordinator for support when the person had showed signs of a rapid decline with their mental health.

People received the support they required to manage their medicines safely. Staff undertook assessments on people's support need in regards to medicines management. Support plans contained clear guidance to staff about the management of medicines for each person and for 'when required' medicines. Staff supported those people that were unable to safely manage their medicines.

Medicines were safely stored and kept securely at the service's offices. Two members of staff administered people's medicines to minimise the risk of errors. Team leaders carried out daily checks to ensure people had received their medicines safely as prescribed. Staff told us and medicines administration records confirmed there were no medicine errors and people had received their medicines as required. We checked the stocks of medicines kept at the service for two people and these tallied with the balance recorded on their MAR charts. Staff told us and records confirmed they had received medication training which ensured they were competent to administer medicines safely.

## Is the service effective?

### Our findings

People received effective care and support from well trained staff. One person told us, "My carers know what they do. They are well trained." Another person told us, "Staff are excellent, very good at their job." A care coordinator told us, "Staff are very helpful and professional." One relative said, "Staff are committed professionals and incredibly supportive."

People were involved in recruiting staff to work at the service. The registered manager ensured people joining the interview panel received outside training on how to conduct interviews and express how they expected new staff to support them. People were involved in reviewing new staff members' performance during and after induction. Records showed that all staff had satisfactorily completed an induction programme before they commenced work.

All staff completed a comprehensive induction when they started work in their role with the service. Staff were also inducted in the values and the ethos of the organisation and completed the provider's mandatory training. A new member of staff told us, "My induction was very good. I shadowed experienced colleagues which helped me to build meaningful relationships with service users and develop confidence in my role." The registered manager carried out regular evaluations during and at the end of the induction to identify any areas for improvement or further learning.

Staff told us of they were "very well supported" by the registered manager to do their work. All staff had received regular individual supervisions every two months and an annual appraisal. One member of staff told us, "The support from the management team is fantastic." Another member of staff said, "The manager ensures I get the development chances as discussed in appraisal and supervision sessions." Staff supervisions records were comprehensive. The registered manager followed up on action plans and short term objectives from previous sessions to ensure were implemented.

Staff said they were supported by managers to develop and progress in their career. One member of staff told us, "I have attended numerous in-house courses and external training. I have progressed to being part of management, all because of the training and support from the manager." Staff were knowledgeable in how to support people effectively. Staff received coaching and competency assessments, e-Learning and face to face training courses. This included regular and refresher courses in safeguarding vulnerable adults, person centred care, medicines management, food hygiene, health and safety, first aid, equality and diversity and the Mental Capacity Act 2005 (MCA). Staff mandatory training was up to date.

Staff supported people to develop social skills, learn cooking skills, prepare to return to work, develop and maintain relationships and build a strong support network in their recovery. A person told us staff had supported them to overcome anxieties about going into the community and going back to formal employment. For example, the person was supported to engage in some volunteering work which enabled them to gain confidence before they sought paid employment.

The registered manager hosted several events which brought "community organisations, health

professionals, community leaders, services users, friends and family together to celebrate and promote the importance of equality and diversity for people using the service." A local MP and councillors had visited the service by invitation from the registered manager who sought to raise awareness on mental health in the borough, to celebrate milestones of people using the service and showcase the work being done at the service.

Staff understood and supported people in line with the principles of the MCA. They confidently spoke how they put into practice every day to ensure they respected people's rights. Staff told us and records confirmed where a decision had to be made for the person the service had followed 'best interest' process and involved healthcare professionals and people close to the person who knew them well and acted as their advocate.

We saw the service displayed both a detailed and easy read copy of the MCA and staff, people and their relatives told us they had access to both versions. Staff told us, they routinely discussed the MCA policy and procedure and the Code of Practice in staff meetings to underpin their practice. Each person had been assessed and restrictions to their freedom or choice were closely monitored. At the time of the inspection, there was no person subject to Deprivation of Liberty Safeguards (DoLS).

People told us staff fully involved them in planning for their care and had consented to the support they received in line with their care plans. Records showed assessments had been carried out to assess people's capacity to make decisions for themselves. People using the service at the time of our inspection had the capacity to consent to the care and support provided by the service.

People told us they were happy with the support they received with their food and drink. Staff had sufficient information about people's dietary and hydration needs from the care planning process. The service was well equipped to support people have healthy lifestyles. A suggestion from a 'People's Forum', a group run by the service, showed people had discussed healthy lifestyle options to complement the service's healthy eating initiative which included the setting up of a gym at the service. Two members of staff who have physical fitness and wellbeing training qualifications were allocated to work on different shifts to allow them to conduct exercise classes in the gym.

People and their relatives spoke highly of the service and support people received with their healthcare needs. One person told us, "The staff were very supportive when I was ill. They acted quickly when they realised I was not well and got me admitted to hospital." Their relative said, "[Person's name] was not in a position to get medical help. Nothing was too much trouble for the staff."

The service worked closely with other social and healthcare professionals to ensure people received coordinated care. A community mental health team professional told us, "The manager and staff team are very proactive. They are committed to promoting people's health and wellbeing. They liaise very well with us." Records showed each person had a personalised health action plan which staff supported people to follow. Staff discussed what would benefit people's health in regular meetings and reviews. One social care professional told us, "We receive accurate and up to date information about changes in people's health. Staff have clear understanding and knowledge of people's complex needs."

Staff told us and records confirmed they had regular communication with the healthcare professionals for advice about a person's specific needs to enhance their knowledge on how to support them. We saw their guidance had been incorporated in people's care plans. Records showed staff were knowledgeable in recognising signs and symptoms that a person's mental health may be in decline and supported the person to get the help they needed.

## Is the service caring?

### Our findings

People told us staff were caring and compassionate. One person told us, "The staff are simply fantastic. They are very caring, more of family than staff." Another person said, "[The registered manager] is an angel and sees to it that I get the best care possible. [The registered manager] will go all the way to make sure I get everything I need with my recovery." A care coordinator told us, "Staff are very professional and go beyond the call of duty when caring for people." A social worker told us, "People using the service have excellent relationships with staff."

One person told us, "The staff are very respectful. They know my mental health issues but they never talk down to me." Another person told us, "Staff treat me just like one of them, as an equal." Staff told us the registered manager emphasised the importance of treating people with dignity in staff meetings, daily handovers and at induction.

Healthcare professionals told us and records confirmed people had made progress because of the compassionate caring of staff. For example, a person had very little confidence to go into the community when they started using the service. Staff worked with this person and supported them to overcome their fears and helped them to integrate into the community. The person had started to attend regularly organised coffee mornings at other services managed by the same provider. The person told us they found this empowering and they now visited coffee shops in the community.

People and their relatives were happy with the service. Compliments written to the registered manager and staff by relatives included comments such as, "Thank you very much for the fantastic support of [person's name]. This as far as we know has been the best years of their lives", "Please pass on our gratitude to your fabulous staff for their fantastic care and effort. They have made the impossible possible for [Person's name]." Staff had contributed and made a positive impact on people's lives.

Staff involved people and their family members, where appropriate, in making decisions, setting of goals and planning their own care. One person told us, "I contribute and always have a say about my care. We agree with staff on how this is to be done." People told us the service provided them with the information they needed regarding their care and support. Records showed intervention and treatment plans were in place which showed people's individual needs and what they wanted to achieve. Staff respected people's choice and allowed them to maintain control about their care, treatment and support.

Each person was allocated a key worker and a link worker from the staff team to provide them with one to one support. For example, if a person wished to go on holiday on their own, staff held discussions with the person as to how they could do this safely. People told us and records confirmed they had previously gone on holiday with staff but were now going out by themselves after key working session discussions.

People told us they had good relationships with staff. One person told us, "I trust my support workers. They are open with me and are very clear about what support they can provide and the plan for my recovery and moving on." Staff rotas we saw confirmed people received support from the same link members of staff

where possible. This allowed staff to build relationships with people to gain an understanding of their goals and needs.

Staff knew people well including their background, culture and values. One person told us, "The manager encourages and supports us to choose the right staff to work with by pairing us with staff with a close match to our interests and hobbies." Records showed staff had asked and written down people's choices and preferences including their religion, interests, sexuality, and preferences including their preferred name which enabled them to provide a service suited to the person. This person centred approach about how staff delivered the care and support enabled people to respond positively and make progress towards their recovery.

People were encouraged to maintain good relationships with their relatives and friends if they wished to do so. One person told us, "Staff helped me resume contact with my family as I wished and have supported me to develop my confidence about the visits. I now have overnight stays and weekend visits to my family." Another person told us, "Staff have supported me to develop the relationships I want with my friends who I can now visit and spend holidays with."

Staff supported people to reduce the risk of social isolation. One person told us, "I reconnected with friends I had long lost because of my mental health needs. Staff have supported me right through." A relative said, "The service has made it possible for us to have a normal relationship again."

People's information about their mental health and support needs was kept confidential and secure. Staff understood data protection and confidentiality and ensured people's information was shared appropriately with other healthcare professionals involved in their care.

## Is the service responsive?

### Our findings

People received consistent care that was appropriate to meet their individual needs. The registered manager carried out comprehensive assessment of people's needs before they started using the service. The service involved healthcare professionals involved in people's care in identifying people's individual needs and how these should be met. One person told us, "Staff listen to what I have to say and they know and respect my preferences." A relative commented, "Staff discussed with us all my [person's name] needs and how we would like the support to be given. They took into account what we said."

Staff reviewed and updated people's support plans regularly in response to their changing needs and ensured they provided them with appropriate care. People and their relatives were involved in regular reviews of each person's care plan to ensure they were accurate and up to date. A relative said about the reviews, "Staff regularly invite us to reviews which the manager, a team leader and a care coordinator are always present." The service organised social care reviews with social workers, care coordinators and other healthcare professionals to ensure that the care to be delivered was agreed and met people's expectations.

The service kept a record of a person's recovery to consider what was working well and what could be done to support them appropriately. Keyworkers completed monthly summary reports which reviewed people's goals and outline people's on-going progress. Staff monitored people's progress and made changes their support plans to meet the person's needs and wishes.

The service supported people to engage in meaningful activities and social events according to their interests and preferences. For example, a person enjoyed cooking, so staff supported weekly cooking festivals where people prepared a themed dish and served it to other people using the service. We saw numerous photographs displayed at the service of people having prepared selected dishes to embrace different ethnicities and cultures.

People planned how they wished to spend their day and staff supported them around their preference such as going to football matches and cinema. One person told us, "My quality of life has greatly improved. I had never experienced this stability in my life before and am much happier here." A relative told us "A big thank you to all the staff. They have really supported and encouraged [person's name] to be independent and take up activities they have always enjoyed. [Person's name] has never been this happier."

The service was flexible and responsive to people's needs and preferences. People were supported to plan holidays to destinations of their choice and could choose staff they wanted to support them on the trips. The service was responsive to people's requests and rearranged staff rotas to accommodate their needs. One person told us, "I plan my holidays and occasionally I find an interesting place to visit and arrange something at short notice. Staff are always willing to help and they do come along if I ask." People told us and records confirmed that during the past year people had visited Scotland, France, Sierra Leone and other places locally such as Liverpool and Brighton. Staff told us they asked people of their preferences for support when they wished to attend an event or hospital and the rotas were adjusted accordingly.

The service ensured people received appropriate support through transition from hospital stay into supported living. For example, when a person started to use the service they found decision making difficult and could not maintain a routine and a structure in their life. The person told us, "Staff have always been supportive and encouraged me to try new things and to make decisions for myself." The person now independently managed their finances ensuring they settled their bills on time. The person had made progress and gained confidence and had consistently maintained their tenancy agreement conditions avoiding the risk of becoming homeless.

People and their relatives told us they knew how to make a complaint. They had received the information when they started using the service. One person told us, "Yes I would complain if I had to." Another person told us, "I am confident to approach the manager but have never had the need to do so as generally my carers have been able to resolve my concerns." We saw that the service responded promptly to complaints and followed the provider's procedures for addressing complaints to their satisfaction. Actions were taken to resolve any concerns and these were well documented.

People and their relatives told us that the registered manager actively encouraged them to express their views about the service and voice any concerns and acted upon their views. People completed a satisfaction questionnaire to provide feedback about the support they received. We viewed the most recent results from this survey and saw that all comments were very positive about the quality of care and support people received. These included, "Fabulous work", "Great care. Thank you staff for the splendid work". We saw the registered manager recorded people's ideas and included them as part of the service's business plan.

## Is the service well-led?

### Our findings

People, their relatives and staff were highly complimentary about the registered manager who they said was always available and approachable. One person told us, "The manager and staff have always been there for me. I have not had any relapses in my health as they have walked with me on my journey to recovery." Other comments from people and their relatives were, "Excellent management" and "An efficiently run service." People, their relatives told us the registered manager was an excellent role model and managed the service very well.

People told us they benefitted from good leadership by registered manager. The registered manager told us the provider made available all the resources the service requested to improve the quality of care to people. The registered manager attended regular meetings for all managers organised by the provider to share good practice, provide peer support and discuss any changes or new legislation that affected the service delivered.

The provider recognised and valued individual and team efforts which boosted staff morale. The provider and registered manager encouraged and supported staff to provide high standards of care. This had resulted in three staff receiving awards of recognition from the provider who had multiple services. Staff told us rewards for both individuals and teams were important as they felt the registered manager and the provider appreciated their efforts to improve the quality of support they provided to people. The staff recognition was in the area of creativity and support, excellent communication and employee of the month.

The provider ensured staff from its various services were regularly invited to share their knowledge and experience to encourage best practice at the service. The service also held their own 'People's Award' ceremony where they celebrated the achievements of people who used the service. Five people using the service had won awards on peer support activity lead, creative gardening, client involvement champion and promoting mental health and diversities. We saw that the registered manager had been invited and spoke with several local boroughs and external forums to discuss the notable work at the service of supporting people with complex mental health needs.

Staff told us they felt comfortable speaking to the registered manager and members of the management team. One member of staff told us, "It's important to have something to aspire to and a goal to work towards." Another member of staff said, "The manager is very supportive and is always available to discuss issues." Other comments from staff members were, "The management team is visible and approachable. We can count on them for sound and timely advice" and "The registered manager is brilliant and an excellent motivator" and "A believer in teamwork, I can do it attitude and people driven."

People told us the "the registered manager and staff go far and beyond the call of duty" and ensured the standards of service were consistently above expectations. A care coordinator told us, "Nothing is too much trouble for staff. The service ensures people have enriched lives." Staff demonstrated a culture that they willingly performed beyond expectations to ensure people achieved their potential and led fulfilling lives. Staff told us and records confirmed the registered manager invited speakers and professionals to talk to

staff about changes in legislation and regulation in care such as the Care Act 2014 and trends in management of mental health conditions.

Staff told us the registered manager promoted teamwork and they worked together well and used each other as a source of support. The registered manager ensured staff had a range of skills, knowledge and competencies. One member of staff told us, "We have a large pool of staff with varied skills and competencies. We also have direct access to health and care professionals. This provides us with a network to get advice for things we are not sure about."

Healthcare professionals and relatives told us about the positive impact the service had on people's welfare and wellbeing. A care coordinator told us, "The pairing of staff to the people they support is meticulous. The manager is fantastic and takes times in understudying people and matching them with staff who have a rapport with them. The manager has ensured a consistency of staff which people need with their recovery. [Person's name] knows who to turn to for support. A commissioner told us, "The registered manager and staff go over and beyond what they have to do." A relative told us, "My family has never been at ease before [person's name] moved to the service. Now, we are all relaxed. The manager is inspiring. We simply trust what they do, because they do it brilliantly."

The registered manager ensured people and their relatives had sufficient information on the standards and quality of care they should expect and the service's aims and objectives. People, their relatives, staff and healthcare professionals we spoke with showed an eagerness and passion to share their experiences with us. They all told us they highly commended the service. One person told us, "It can't get better than this and could not wish for anything else." Another person said, "I highly recommend the service to anyone who needs this type of support. The staff will give you what you need and far much more. They are fantastic." A social worker told us, "I am impressed with the manner in which people are supported. One doesn't often see this everywhere. The staff team is very consistent, knows people's needs very well."

Staff told us the registered manager promoted an honest and open culture which was person centred and inclusive which encouraged them to share ideas and made it possible to explore initiatives without fear. A care coordinator told us, "The staff are committed and do provide a high standard of care possible to the people they support." Another care coordinator said, "The manager will do all that is possible to ensure people access all resources needed to make their recovery as best it can be." A member of staff told us, "We work with health care professionals and explore different ways to help meet people's rehabilitation needs and provide long term support."

The provider and the registered manager created an environment within the service that encouraged innovative thinking and encouraged the sharing of new ideas. Staff told us this inspired them to share their knowledge, experience, skills, suggestions and recommendations. We saw this was done in many ways such as specific new ideas meetings held at the service, suggestion boxes at the front and main office, a suggestion area on an internal board and dedicated times to meet and chat with the registered manager. Suggestions were gathered monthly and fed back to people and staff with details of action taken. Staff told us the registered manager provided allocated time for them to break from routine roles to inspire new thoughts such as staff getaway time. The registered manager shared and communicated in meaningful ways the business plan with people and staff and ensured they all understood the direction of the service and how to implement the plans.

The provider had an effective system in place to record, monitor and analyse any incidents which affected the people using the service. We saw records which confirmed staff recorded incidents and that there was learning that took place and appropriate changes were put in place to prevent recurrence. Staff told us the

registered manager strongly encouraged a positive approach to risk taking and acknowledged mistakes could happen but promoted a strong 'no blame culture' whereby the whole team was involved to discuss lessons to be learnt and how to avoid such mistakes and plan the way forward.

The service worked in close partnership with organisations and healthcare professionals to support people's care provision and service development. They strived for excellence through consultation, research and reflective practice. The provider and the registered manager had accreditation to recognised schemes such as the Investors in People award scheme and Social Care Commitment.

The registered manager understood and met their responsibilities in relation to their registration with the Care Quality Commission (CQC). The service had submitted notifications to CQC as required and in a timely manner. The registered manager was very clear on the requirements by the introduction of the duty of candour regulation and emphasised openness and transparency in how the service provided support and care to people.

The service had effective audit and quality assurance systems in place to regularly assess and monitor the quality of service which they used to drive continuous improvement. The service had a schedule of internal audits to measure the success in meeting the objectives of the organisation through staff training, supervision and appraisals, accidents and incidents, people's care and support plans and staff's record keeping. Records showed the registered manager consistently and regularly completed audits and had followed up on all issues raised. The registered manager and management team regularly carried out spot checks to observe staff's practice when working with people and followed up on any issues noted in staff's supervisions. The service had a robust financial management system in place to monitor and manage people's personal finances and their care funding arrangements.

The registered manager gathered the views and comments of people, their relatives, staff and healthcare professionals as part of the audit checks through monthly and annual client satisfaction surveys. We saw the latest results of the feedback from people which showed people had experienced high quality care and support and had been highly complimentary about the service and the staff. The registered manager had contacted each person who had responded to the survey and acknowledged their effort and feedback which meant people's views were valued. Staff told us they were happy to contribute to the staff surveys "as we all very clear of the service's ethos and live up to the values and the direction of the organisation" and that "without a full commitment to the people we support, the service would not exist."

Senior management from the provider's head office provided oversight on the audits carried out by the registered manager and had made positive comments about the high standards of audits on the service's management of people's intervention and treatment plans, risk management plans, staff training, staff supervision, reviews of people's goals and recruitment records. We saw that policies, procedures and practice were regularly reviewed in line with changing legislation and good practice as advised by healthcare professionals.