

Woburn Care Company Ltd

# Woburn Care

## Inspection report

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### Ratings

Overall rating for this service

Requires Improvement 

Is the service safe?

Requires Improvement 

Is the service caring?

Good 

Is the service well-led?

Requires Improvement 

# Summary of findings

## Overall summary

### About the service

Woburn Care is a domiciliary care service providing personal care]] for people living in their own homes in the community. At the time of our inspection there were 15 people using the service.

Not everyone who used the service received personal care. CQC only inspects where people receive personal care. This is help with tasks related to personal hygiene and eating. Where they do, we also consider any wider social care provided.

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

The provider's registered manager left the service in December 2022 and the provider had struggled to find a suitably skilled and experienced person for this role. Some basic quality assurance checks and quality monitoring had not taken place since December 2022. The care worker supervisions and training had also not taken place. During the course of this inspection the provider recruited a new manager and initial plans had been developed to address the shortfalls mentioned in this report.

People said they felt safe when supported by Woburn Care. People were protected from avoidable harm because care workers knew how to identify and report any concerns relating to the risk of abuse. Risks to people's health, safety and well-being were assessed and measures developed to remove or reduce the risks. People were supported by care workers who had been safely recruited.

People's medicines were managed safely. Care workers received appropriate training and had their competency checked to help ensure they were sufficiently skilled and knowledgeable to safely administer medicines. Care workers had received training in infection control practices and personal protective equipment was provided for them.

Care workers knew people well and were able to promptly identify when people's needs changed, and they sought professional advice appropriately. People were supported to have maximum choice and control of their lives and care workers supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice.

People and relatives praised the kind and caring nature of the care workers. People received consistent care from a small team of staff. People knew about their care plans and could decide what care and support they needed.

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 02 February 2018).

### Why we inspected

We received concerns in relation to the overall management of the service and the approach of some staff members. As a result, we undertook a focused inspection to review the key questions of safe, caring and well-led only.

For those key questions not inspected, we used the ratings awarded at the last inspection to calculate the overall rating. The overall rating for the service has changed from good to requires improvement based on the findings of this inspection.

We have found evidence that the provider needs to make improvements. Please see the safe, and well-led sections of this full report.

You can read the report from our last comprehensive inspection, by selecting the 'all reports' link for Woburn Care on our website at [www.cqc.org.uk](http://www.cqc.org.uk).

### Enforcement and Recommendations

We have identified breaches in relation to the overall management of the service at this inspection. Please see the action we have told the provider to take at the end of this report.

### Follow up

We will request an action plan from the provider to understand what they will do to improve the standards of quality and safety. We will work alongside the provider and local authority to monitor progress. 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?

**Requires Improvement** ●

The service was not always safe.

Details are in our safe findings below.

### Is the service caring?

**Good** ●

The service was caring.

Details are in our caring findings below.

### Is the service well-led?

**Requires Improvement** ●

The service was not always well-led.

Details are in our well-led findings below.

# Woburn Care

## Detailed findings

### Background to this inspection

#### The inspection

We carried out this performance review and assessment under Section 46 of the Health and Social Care Act 2008 (the Act). We checked whether the provider was meeting the legal requirements of the regulations associated with the Act and looked at the quality of the service to provide a rating.

Unlike our standard approach to assessing performance, we did not physically visit the office of the location. This is a new approach we have introduced to reviewing and assessing performance of some care at home providers. Instead of visiting the office location we use technology such as electronic file sharing and video or phone calls to engage with people using the service and staff.

#### Inspection team

The inspection was undertaken by 1 inspector.

#### Service and service type

This service is a domiciliary care agency. It provides personal care to people living in their own houses and flats.

#### Registered Manager

This provider is required to have a registered manager to oversee the delivery of regulated activities at this location. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Registered managers and providers are legally responsible for how the service is run, for the quality and safety of the care provided and compliance with regulations.

At the time of our inspection there was not a registered manager in post. However, the Nominated Individual had started the process to register.

#### Notice of inspection

This inspection was unannounced.

Inspection activity started on 14 March 2023 and ended on 29 March 2023.

### What we did before inspection

We reviewed information we had received about the service since the last inspection. We sought feedback from the local authority and professionals who work 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 received feedback from 2 people who used the service and 5 relatives about their experience of the care and support provided. We received feedback from 4 care workers and had a video call with the provider on 29 March 2023. We reviewed a range of records relating to the management of the service, including a care plan, risk assessments and staff training records.



# 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 changed to Requires Improvement. This meant some aspects of the service were not always safe and there was limited assurance about safety. There was an increased risk that people could be harmed.

### Staffing and recruitment

- People, their relatives and care workers told us of staff shortages that had resulted in some people not receiving their scheduled care visits. This had not left people without the care and support they needed because their relatives had been able to step in. The provider acknowledged this had happened and advised they had undertaken risk assessments and prioritised care visits for people who did not have support at home from relatives. A relative said, "This issue has not impacted on [person's] safety because they (Woburn Care) know we are here to provide support."
- People told us care workers were usually punctual. A person said, "They turn up on time and stay for the allocated length of time and sometimes they go over because [person] is so slow nowadays."
- The provider reported success with recent a recruitment initiative and some successful applicants were going through the recruitment process at the time of this inspection.
- The newly formed management team was working to retain skilled and experienced staff already working with Woburn Care. For example, support for staff in terms of supervision and team meetings had been strengthened. The provider said this would help to understand how individual staff needed support, and help to develop good working relationships.
- Care workers had been safely recruited. The new manager introduced robust systems for monitoring staff files to help ensure any updates were dealt with in a timely manner.

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)

- No training had been provided for care workers to give them an understanding of how to support people when their mental capacity declined.
- However, 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.

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

management; Learning lessons when things go wrong

- The provider did not have a system in place to identify lessons learned and cascade the learning through the staff team to help improve practice and safety.
- The provider was aware of their responsibility to report safeguarding concerns to the local authority, and CQC, and had a system in place to ensure any concerns were shared promptly. At the time of the inspection, no safeguarding concerns had been raised. Care workers received safeguarding training and were clear about how to raise an alert or any concerns they may have.
- However, care workers advised they did not receive effective or regular training and refresher training in the basic core areas. For example, one care worker said, "The only training, we ever got was online training which wasn't suitable as it was talking about care homes not out in the community." Another care worker said, "The training is just watching a video and answering multiple choice questions."
- People's care plans identified the risks they were susceptible to and guided staff how to mitigate the identified risks where possible. Risk assessments were reviewed on a regular basis or whenever there was a change in need.
- People told us they received safe care and praised the care workers for the service they received. A person said, "I feel ever so safe. My named care worker is leaving to go somewhere else which is sad."

Using medicines safely

- Staff received the training necessary to support them to safely administer people's medicines. The management team undertook competency assessments once staff had completed their training to help ensure safe practice.
- Staff supported some people with administering their medicines and just prompted others to take theirs as needed.

Preventing and controlling infection

- Changes in guidance issued in December 2022 about use of personal protective equipment (PPE) required a risk assessment to be carried out to determine if and when face masks were to be worn. The provider confirmed care workers wore PPE according to people's preferences or risks.
- Care workers undertook infection control training and observations of their practice were carried out as part of wider checks of their competency.
- There were ample stocks of PPE available for care workers to use.
- The provider had infection control policies and procedures to help minimise risk of the spread of infections.



# 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 our last inspection we rated this key question Good. At this inspection the rating for this key question has remained Good. This meant people were supported and treated with dignity and respect; and involved as partners in their care.

Ensuring people are well treated and supported; respecting equality and diversity

- People and relatives' feedback was positive about the care workers. For example, 1 relative told us, "The care workers do care, that is the most important thing."
- Care workers provided care that was kind and compassionate. A relative said, "I have so far been very happy with the care and support provided by Woburn Care. The care workers go out of their way to help and assist where they can. My [relative] has been happy and made great improvements in their speech because care workers take the time to talk and give extra special support."
- Care workers referred to people in a respectful way and understood the need to understand people's diverse needs. A person said, "They (care workers) are all very kind, caring and respectful to me." A relative told us, "I would recommend Woburn Care because the care workers do their job and are kind and caring."

Supporting people to express their views and be involved in making decisions about their care; Respecting and promoting people's privacy, dignity and independence

- People and their relatives told us care workers promoted people's privacy, dignity and independence. Care workers told us how people were supported to maintain their dignity and increase their independence. For example, with the right support a person had been able to reduce the amount of personal care they had needed because they had grown in stamina and strength and were able to do some of their care safely by themselves.
- People and relatives told us they were encouraged to feedback about the service Woburn Care provided.

# 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 Requires improvement. This meant the service management and leadership was inconsistent. Leaders and the culture they created did not always support the delivery of high-quality, person-centred care.

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

- The provider did not have oversight of the service provided. Systems deployed by the registered manager to help ensure safe and effective care was delivered had not been maintained since they left the service in December 2022.
- We found shortfalls in the staff training provision and staff supervision. This meant the provider could not be assured care workers had the necessary skills and experience to provide people with safe, effective and person-centred care and support.
- Management monitoring of compliance had not been routinely completed since December 2022. This had resulted in gaps in training, supervision and routine reviews of care records. The provider had not been aware what areas of the service would benefit from routine monitoring to help maintain delivery of safe and effective care.

Systems were not used or were ineffective for assessing and monitoring the quality of care, safety and personal needs of people using the service. This was a breach of regulation 17(1) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

- The registered manager left the service in December 2022. During the course of this inspection the provider recruited a new manager to take over the running of the agency.
- To help bring order to the service the provider was in the process of introducing a digital system to manage care plans and to give an oversight of staff training and supervision. The system would also help with routine tasks including scheduling care plan reviews and governance.
- The provider had put a process in place to address the staff training shortfalls and stated all basic core training would be up to date for all staff by the end of April 2023. The provider has introduced a training platform "Care skills Academy" for staff to access the training they need. The provider has also introduced the role of training officer to take responsibility for the oversight of staff training and refresher training.
- The programme of staff supervision had been recommenced. All staff were to be offered face to face supervision every month with a minimum of attending on alternate months.

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

- Care plans were detailed and person centred, this supported staff to provide personalised care to meet

people's individual needs.

- Relatives told us the service was responsive to making changes when requested. For example, a relative said, "They (service) seem quite organised. If we have family coming to visit, we ring to cancel the care call for that day and it is always done willingly."
- Of the 7 people and relatives we received feedback from 5 were positive about the service and would recommend Woburn Care to others looking for care in their own home. Staff shortages and management approach were cited as reasons for 2 people reporting dissatisfaction with the service. A relative told us, "The care workers are great, it is the management that is the issue."
- Care workers gave a mixed response when asked if they would recommend Woburn Care. Since the registered manager had left some care workers had found the lack of leadership was unsettling causing them to feel unsafe in their role.

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

- People's relatives told us there were feedback forms provided for them to share their views and opinions on the service.
- The service did not work with external professionals at this time.

This section is primarily information for the provider

## Action we have told the provider to take

The table below shows where regulations were not being met and we have asked the provider to send us a report that says what action they are going to take. We will check that this action is taken by the provider.

Regulated activity	Regulation
Personal care	<p>Regulation 17 HSCA RA Regulations 2014 Good governance</p> <p>Systems were not used or were ineffective for assessing and monitoring the quality of care, safety and personal needs of people using the service. This was a breach of regulation 17(1) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.</p>