

HC-One Limited

Jack Dormand Care Home

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

Jack Dormand Care Home is a residential care home providing personal and nursing care for up to 43 people. The service provides support to older people and younger adults, including those living with dementia. At the time of our inspection there were 41 people using the service.

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

Staff excelled at providing care and support which was extremely person-centred and responsive to people's needs. Staff were passionate about their roles and dedicated to improving people's quality of life.

Feedback from people and relatives was excellent. Comments included, "It is without a doubt an outstanding care home with outstanding staff," "The whole team deserve recognition and thanks. Each and every one of you pull together to make a fabulous team," and "What a fabulous care home. I have never met a more friendly and helpful set of staff."

People benefitted from an excellent variety of activities, events and trips out that were organised to help reduce social isolation and enhance their health and wellbeing. Activities were tailored towards people's likes and preferences, which gave significant meaning and purpose. The wellbeing team were continually searching for new opportunities and experiences to support people to be active members of their local community. There were extremely strong links with the local community, which people valued.

Staff truly enriched people's lives by helping people to fulfil wishes and aspirations no matter how big or small. There was a warm and homely environment and people's friends and relatives were welcomed warmly at birthday celebrations and various organised events. This helped people maintain relationships important to them and enabled relatives to get to know staff better. One relative said, "I absolutely love visiting as I am always welcomed with a friendly smile and greeting by all the staff. It feels like a home from home to me and I feel like I am part of 'the family.'"

People received extremely compassionate and dignified care at the end of their lives. Staff had an excellent understanding of how to meet the needs of people and their families. This was particularly in relation to emotional support and the practical assistance, which they needed at such a difficult time. The staff team were recognised for their excellence in end of life care when they received palliative carer of the year award at The Northern Echo Health and Care Awards 2022.

The home was exceptionally well-led with a strong focus on providing person-centred care. The values and behaviours of the management team set out clear expectations of what was required from staff. People and relatives were extremely positive about the management team. Staff were very proud of what they as a team had achieved in terms of national awards and recognition. The service had previously been shortlisted as a finalist in the dignity and respect category, and the registered manager had been shortlisted as a finalist for the care home manager category at the National Care Awards. Staff described an inclusive, open and

supportive working environment.

Staff understood how to safeguard people and when to raise concerns. People received their medicines safely. Risks associated with people's care were regularly assessed and monitored. Staff followed infection prevention and control guidance to minimise risks related to the spread of infection. Recruitment practices were safe.

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.

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

Rating at last inspection

The last rating for this service was outstanding (published 20 March 2018).

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.

We undertook a focused inspection to review the key questions of safe, responsive and well-led only.

For those key questions not inspected, we used the ratings awarded at the last ratings inspection to calculate the overall rating. The overall rating for the service remains outstanding. This is based on the findings at this inspection.

You can read the report from our last comprehensive inspection, by selecting the 'all reports' link for Jack Dormand care home 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?

The service was safe.

Details are in our safe findings below.

Good 

Is the service responsive?

The service was exceptionally responsive.

Details are in our responsive findings below.

Outstanding 

Is the service well-led?

The service was exceptionally well-led.

Details are in our well-led findings below.

Outstanding 

Jack Dormand Care Home

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 Health and Social Care Act 2008.

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

The inspection was carried out by 1 inspector and an Expert by Experience. 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

Jack Dormand Care Home is a 'care home.' People in care homes receive accommodation and nursing and/or personal care as a single package under one contractual agreement dependent on their registration with us. Jack Dormand is a care home with nursing care. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

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 a registered manager in post.

Notice of inspection

This inspection was unannounced.

Inspection activity started on 22 May 2023 and ended on 19 July 2023. We visited the service on 22 May and 17 July 2023.

What we did before the 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 spoke with 12 people who used the service and 6 relatives when we visited the service. We spoke with 13 members of staff including the registered manager, the area director, 1 nurse, 1 nursing assistant, 2 senior care assistants, 3 care assistants, the administrative assistant, 1 kitchen staff member, 1 domestic staff member and the maintenance officer.

We reviewed a range of records. This included five people's care records and multiple medicine records. We looked at 3 staff recruitment files. A variety of records relating to the management of the service were reviewed.

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 ratings 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.

Systems and processes to safeguard people from the risk of abuse

- There were systems to safeguard people from the risk of abuse. Staff had training on how to recognise and report abuse and they knew how to apply it.
- People and relatives felt the home was safe. One person said, "I do feel safe, just because they are around all the time, backwards and forwards." A relative said, "Yes [family member] is safe, they're happy here. I just get that feeling. I'm here a lot and I see a lot. I came and saw how good it is, how the staff are with them."
- People were kept safe from avoidable harm because staff knew their individual needs well.

Assessing risk, safety monitoring and management

- People, including those unable to make decisions for themselves, had as much freedom, choice and control over their lives as possible, because staff managed risks to minimise restrictions.
- People's care plans recorded what specific risks were relevant to individuals and measures staff should take to minimise such risks.
- Staff managed the safety of the living environment and equipment well through checks and action to minimise risk. Relevant health and safety checks were up to date.
- Staff could recognise signs when people experienced emotional distress and knew what to do to reduce the need to restrict their freedom and to keep them safe.

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.

Staffing and recruitment

- There were enough staff to meet people's needs promptly. Staff were visible throughout the service and call bells were answered promptly.

- Staff recruitment and induction processes promoted safety. Pre-employment checks included obtaining references and checks with the Disclosure and Barring Service (DBS). The DBS helps employers make safer recruitment decisions and help prevent unsuitable people from working in care services.

Using medicines safely

- Medicines were managed safely. People's medicines records contained enough information to ensure staff supported them with the correct medicines, at the correct times.
- Staff were trained in how to administer medicines safely. Their competence to administer medicines was kept under regular review to ensure their skills and knowledge remained up to date.
- People received their medicines as prescribed. Staff were patient and respectful when they supported people to take their medicines.

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 supporting people living at the service to minimise the spread of infection.
- 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 responding effectively to risks and signs of infection.
- 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

- There were currently no restrictions on visiting, which was in line with current guidance.

Learning lessons when things go wrong

- Staff managed incidents affecting people's safety well. They recognised incidents and reported them appropriately. The management team investigated incidents and shared lessons learned.
- Staff recorded any use of restrictions on people's freedom and the management team reviewed these and looked for ways to reduce them. Staff were skilled at preventing incidents from escalating, as they had a thorough understanding of people's needs.

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 outstanding. At this inspection the rating has remained outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- People's care and support was exceptionally personalised and planned to meet their individual needs and wishes. Staff involved people and their families in planning their care, which meant they felt consulted, empowered, listened to and valued. One relative said, "What a fabulous care home. I have never met a more friendly and helpful set of staff. They are a breath of fresh air."
- Care plans were personalised and reflected people's preferences in all areas. For example, food likes and dislikes, how a person wanted to dress, what name they preferred to be called and spiritual or religious needs. Care plans were reviewed and updated frequently and when people's needs changed.
- When the registered manager noticed that some people living with dementia were losing weight with no obvious explanation, they developed a 'Snack Squad' to improve people's food intake. The Snack Squad consisted of wellbeing and housekeeping staff who prioritised giving people at risk of weight loss high calorie treats. The Snack Squad spent dedicated time twice a day, supporting and encouraging people at risk of malnutrition due to weight loss, to eat outside of mealtimes. The impact of this was people were now a healthy weight. Those impacted by this initiative engaged in more activities, such as visits to the pub, and enjoyed their food much more than previously, due to enjoying better health overall.
- When one person first moved in, they were confined to bed and needed extensive support to eat and drink, due to a deterioration in their health. With dedicated support from staff, they were now able to enjoy eating meals with other people and going on family trips to the seaside, which they loved. This person's relative said, "We have seen an enormous improvement in how [family member] is on a daily basis. We feel this is down to the fantastic staff at Jack Dormand Care Home, as the care they provide is second to none."
- People were involved in making decisions about the refurbishment of the small lounge, which was turned into a café. The refurbishment had been completed to an excellent standard with the provision of a coffee machine for people and relatives to use. It was modern and tasteful, and people said they thought it looked lovely.
- One person had been the guest speaker at two of the provider's conferences and been the face of the provider's flu vaccine campaign. They spoke about living well, the impact therapeutic activities could have on people's wellbeing, and what it had been like to live through a COVID-19 outbreak in the home. They enjoyed afternoon tea at one of the conferences and said it had been a fantastic day.

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

- There was an exceptional range of activities and events that allowed people to take part in things which were socially and culturally relevant to them. The wellbeing team and other staff spent dedicated time with

people and their relatives to find out what was important to them, so they could ensure there were positive outcomes for people.

- Feedback from people and relatives was exceptional. One relative said, "I absolutely love visiting [family member] there as I am always welcomed with a friendly smile and greeting by all the staff. Even though I am not a resident myself, it feels like a home from home to me and I feel like I am part of 'the family.' I had always thought that care homes were places that elderly people just sat about doing nothing, but I was wrong. Jack Dormand Care Home is the opposite, and they go above and beyond to provide various activities to suit all. It is without a doubt an outstanding care home with outstanding staff, and I will be forever grateful."
- The registered manager and wellbeing team had been instrumental in the local village being recognised by the Alzheimer's Society as a dementia-friendly community. They completed the Alzheimer's Society dementia awareness facilitator course and delivered training to people and relatives. People we spoke with told us they were proud they had received a certificate in dementia awareness.
- As the service is located in a former mining community, staff were keen to keep this identity alive, especially for the benefit of people living with dementia. People worked with two local artists to create a miners' mural in the home. This was a collaboration of thoughts and memories and was a talking point for people and visitors.
- Staff enjoyed raising funds so this could be spent on holidays and outings for the benefit of people. One staff member completed a sky dive in memory of a person who was a member of the Parachute Regiment. Staff had raised thousands of pounds over the years, so people could enjoy things such as a caravan holiday by the sea. One person had enjoyed using the swimming pool whilst on holiday, after 30 years of not being able to go swimming. Recent outings included lunch at a local garden centre and the Sunderland air museum. The wellbeing team had been shortlisted for the team award at the National Care awards.
- In May 2023 people enjoyed 'the party of all parties' to celebrate the King's coronation. People had a fantastic time and particularly enjoyed a visit from a local Fire & Rescue Service crew and a SAS jeep. The highlight of the day was when one person was crowned 'King of Jack Dormand,' which they were thrilled with.
- The home had exceptionally close links with the local church and the parish council. During the pandemic staff live streamed services from the local church so people didn't miss out. This was particularly important for some people, around major Christian festivals such as Easter.

End of life care and support

- People received extremely compassionate and dignified care at the end of their lives. From feedback and testimonials, we saw people's preferences, wishes and religious needs were met at the end of their life. Staff also had an excellent understanding of how to meet the needs of people and their families in relation to emotional support and the practical assistance they needed at this time. A relative said, "[Family member] was made as comfortable and happy as possible. The staff, from the cleaners, all the way up to the manager were brilliant with [family member]. They passed away with a carer holding their hand. I cannot thank Jack Dormand Care Home enough for their care and compassion. The care and support was second to none."
- The registered manager and staff facilitated a person's wishes shortly before they died. The person told the registered manager it was their dearest wish to visit their brother, who lived a few hours' drive away, one last time. The registered manager arranged for staff to use the home's minibus to take this person to visit their brother. The visit was a great success and the person loved recounting how lovely it was to see their brother again.
- The staff team were recognised for their excellence in end of life care when they received palliative carer of the year award at The Northern Echo Health and Care Awards 2022.

Improving care quality in response to complaints or concerns

- There were clear procedures in place which gave people and their relatives numerous opportunities to feedback about the care they received. This was through informal discussions along with more formal processes.
- People and their relatives knew how to raise any concerns and told us they were confident if they had any concerns, they would be dealt with in a professional manner and as a matter of priority.

Meeting people's communication needs

Since 2016 all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard. The Accessible Information Standard tells organisations what they have to do to help ensure people with a disability or sensory loss, and in some circumstances, their carers, get information in a way they can understand it. It also says that people should get the support they need in relation to communication.

- People's communication needs were assessed and there were detailed communication plans in place and advice for staff about the level of support needed. This included visual or hearing impairments, or where people's health conditions impacted their communication.

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 outstanding. At this inspection the rating has remained 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 leadership of the service was exceptional. They ensured the provider's vision and values put people's health and wellbeing at the forefront, and everything was centred around people receiving excellent care. The values and behaviours of the management team set out clear expectations of what was required from staff.
- Feedback from people and relatives confirmed the care provided was exceptional. One relative said, "The whole team deserve recognition and thanks. Each and every one of you pull together to make a fabulous team. There are so many gestures that reassure us that [family member] is expertly cared for. We couldn't ask for more." People and relatives were extremely positive about the management team and told us they were always available.
- The management team not only empowered people, but they encouraged staff to continuously improve. The registered manager truly believed that anything was achievable, and this approach positively influenced staff.
- Staff described an inclusive, open and supportive working environment.

Working in partnership with others

- The service was an integral part of the local community. The registered manager worked closely with the local church and the parish council. People were involved in the local parish council's initiative for a new railway station in Horden, working with the local school, and other community projects, to encourage others to have pride in the community again.
- In June 2023, representatives of the local GP surgery, who have close links with the service, attended a special service to unveil a memorial plaque commemorating the 15 people who died from COVID-19 in the home. The local priest officiated at this emotional service, which was attended by the local press and featured in several newspaper and online articles. The event was the idea of a staff member who had worked at the home for numerous years and was very highly thought of.
- Staff worked in partnership with other health and social care professionals to achieve positive outcomes for people.

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

- The provider sought feedback from people and those important to them and used the feedback to develop the service. The registered manager had a clear vision for the direction of the service, which

demonstrated ambition and a desire for people to continue to achieve the best outcomes possible.

- Staff were very proud of what they as a team had achieved in terms of national awards and recognition. The service had previously been shortlisted as a finalist in the dignity and respect category, and the registered manager had been shortlisted as a finalist for the care home manager category at the National Care Awards.

Continuous learning and improving care

- The senior management team had a strong focus on monitoring performance and risk which ensured staff were always looking to learn from and improve their standards of care. There were detailed and robust governance systems in place to ensure people received an excellent level of care and support.

- The provider was exceptionally committed to supporting staff to develop their leadership skills and further their professional development. They worked in partnership with the Open University to support staff to become nurse associates, which was a new role whereby, once qualified, a staff member could become a member of the Nursing and Midwifery Council. One staff member had already been accepted on the nurse associate course. They said, "I have received so much support from the home manager, and all of the colleagues I work alongside. I am so grateful for this amazing opportunity. My skills and confidence have grown incredibly and I'm excited to progress further."

- The registered manager was constantly looking for ways to develop and improve further. In the summer of 2022, the registered manager was approached by the University of Bedfordshire to participate in research on 'promoting good practice: alcohol use in care homes for older people.' This was a study funded by the National Institute for Health Research School for Social Care Research, which explored issues around alcohol use in care homes.

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

- There was a strong framework of accountability to monitor quality performance and risk. Effective governance checks were well embedded into the running of the service. Managers and staff understood the importance of quality performance.

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 understood their responsibilities and the importance of making sure they were open and honest with people and relatives.