

SGCS Care Limited

Home Instead Senior Care

Inspection report

Venture House
Fifth Avenue
Letchworth
Hertfordshire
SG6 2HW

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Ratings

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

Summary of findings

Overall summary

About the service

Home Instead Senior Care is a domiciliary care agency providing personal care to 29 people at the time of the inspection.

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 service was exceptional in placing people at the heart of the service with a strong sense of person-centred care. People consistently told us how they were treated with compassion and respect. Staff across the service often went the extra mile to ensure that people were supported to live their best lives.

Staff did not view disability and care needs as a limiter to what people could achieve. People told us and we observed many examples of innovative practice that increased people's independence. People were supported to take positive risks to achieve their goals.

The service had excellent links to health and social care professionals to ensure that people's health and wellbeing was supported

Staff were skilled and knowledgeable, they provide flexible care in line with people's wishes. Staff had training which enabled them to provide great care. The management team had a robust recruitment and selection process which involved matching peoples and staff interests.

People and relatives told us that all levels of staffing, from manager, administration staff and care staff were extremely caring and compassionate.

People designed their care with staff and this meant that care provided was exceptionally person centred.

The registered manager and management team worked hard to ensure that people received an outstanding service. Care staff were encouraged, supported and inspired to provide a truly person-centred service.

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 good (published 17 March 2017).

Why we inspected

This was a planned inspection based on the previous rating.

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.

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 effective?

The service was effective.

Details are in our effective findings below.

Good ●

Is the service caring?

The service was exceptionally caring.

Details are in our caring findings below.

Outstanding ☆

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 ☆

Home Instead Senior Care

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

This inspection was carried out by one 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.

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

We gave the service 48 hours' notice of the inspection. This was because it is a small service and we needed to be sure that the provider or registered manager would be in the office to support the inspection.

The inspection activity started on 3 September and ended 4 September 2019. We visited the office location on 3 September 2019 and made telephone calls to people using the service as well as staff on 4 September 2019.

What we did before the 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 five people who used the service and two relatives about their experience of the care provided. We spoke with eight members of staff including the provider, registered manager and care workers.

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

After the inspection

We continued to seek clarification from the provider to validate evidence found. We looked at training data and quality assurance records. We spoke with three professionals who are regularly involved in the service.

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

- People felt safe with the support they received. One person told us, "I feel very safe in their care." A relative said, "They really pick up on the sort of person who would work well with you and make you feel safe. I can go out and feel [relative] is in very good hands."
- The provider had effective systems in place to safeguard people. Where concerns had been raised matters were dealt with in an open and transparent way. The management team took a positive stance and ensured that staff were aware of any lessons learnt.
- Staff received safeguarding training and knew how to identify and report concerns relating to allegations of harm and they felt comfortable in raising concerns. One staff member told us, "The person may be quieter than normal, their mannerisms may be different, they might even tell you depending on the person. I would phone the office, we have contact numbers on our ID for safeguarding. I would report it immediately and talk to the person."

Assessing risk, safety monitoring and management

- People had risk assessments in place that highlighted what the risks were and how to support the person to minimise them. Risks that affected people's daily life, such as poor mobility, safe medicine management and their environment were clearly documented.
- The provider ensured equipment used in the persons home was regularly serviced and had details of who to contact if they needed this repaired.

Staffing and recruitment

- People felt that the staff had the right skills to support them and staff felt confident in providing care that met the values of the company. One staff member said, "I love helping people and being around people. I love making people feel better about themselves. I love this company and that I can support people to be more independent and see a change in their life."
- The registered manager was proactive with recruitment of new staff to meet the needs of the growing business. This meant that there was a regular staff team which gave people continuity. The management team looked to match staff members skills and interests with a person's request. In addition, the management team used innovative ways to recruit people. For example, they had produced a poem as the advertisement for people to understand the role.
- People were supported by staff who had been through a robust recruitment selection process. This focused on gaining insight into people's values and experiences. This included all pre-employment checks, such as references and a criminal record check.
- People told us they had not experienced any missed visits and staff were on time. There were enough staff to meet people's needs and staff were matched to people so there was a consistent staff team for each

person

Using medicines safely

- Staff understood their responsibilities and roles when administering medicines safely. Staff received training and regular competency checks. This helped to ensure that people received their medicines as prescribed.
- The registered manager ensured regular audits and spot checks of medicines were completed. Where an error may occur there was a detailed procedure in place for staff to follow.

Preventing and controlling infection

- Staff had access to appropriate equipment such as disposable gloves and aprons and the registered manager told us they monitored this, and any additional equipment staff may need they would provide.

Learning lessons when things go wrong

- The provider had an open and transparent culture where all safety concerns raised were looked into. The management team were committed to improve safety when supporting people and giving staff knowledge around this.
- All staff were involved in lessons learnt. This was discussed in staff meetings and actions put in place to prevent reoccurrence. One staff member said, "I go to all the team meetings. They are really informative and relaxed. It keeps you up to date with changes and discuss how we can get positive outcomes for people."
- Staff said they felt comfortable in speaking up when things may have gone wrong and this would be discussed with how they could learn from it.

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

- People's preferences were clear throughout their care plans. This identified what the person wanted, what was important to them and how they wanted to be supported to maintain their independence. People's care plans highlighted their physical, mental and social needs and detailed what outcomes the person wanted from the support.
- The management team kept up to date with ways to continuously improve people's lives. For example, the staff team had been working in partnership with local organisations to build a dementia friendly community and completed a virtual dementia tour, this highlighted people's awareness of what dementia was and how it affected people day to day.

Staff support: induction, training, skills and experience

- Staff were positive about their induction into their role and told us that it involved lots of training and shadowing with more experienced staff members. Staff felt supported by their registered manager and had opportunity to discuss their professional development and wellbeing through individual supervisions and appraisals.
- People were supported by staff who had ongoing training in areas the provider had identified as relevant to their role. One staff member said, "I was really impressed with the training, very concise and enjoyable. I went out with a staff member to meet each person I was supporting. This helped me."

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

- People's dietary needs were highlighted in the care plans. People told us they were supported to make meals and the staff were aware of their likes and dislikes. One person said "The staff will offer me choice. They will ask me what I want to eat and drink."
- A staff member said they were proactive in supporting people with cooking and they would also help with putting a shopping list together and go shopping with the person.

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

- The environment people lived in was assessed to ensure the space was suitable for the tasks required and to ensure the safety of staff and people.

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

- The management team and staff spoke passionately about the people they supported and were able to promptly identify people's changing needs.

- Staff and the management team worked well with other professionals to ensure that people received appropriate care. People were supported by staff who knew them well which ensured the care delivered met people's needs consistently.
- Records demonstrated that other professionals supported people to ensure they received appropriate care. Staff knew what to do should they needed to contact professionals such as GP's, district nurses, social workers and other professionals when required.
- People had access to health professionals to help them live a healthier life. Staff were proactive in identifying a change in someone's health and involved health professionals to find the best treatment for people. There were a number of examples where peoples support needs increased and the service worked collaboratively with other professionals and care providers to put in the right support. An example of this was that it was safer for a person to move into a residential home, however Home Instead Senior Care went in to provide additional companion support with activities that they enjoyed doing. This meant that they were able to maintain the persons independence and interests.
- Health and social care professionals we spoke with described the working relationship they had with staff as positive not only with them but with people being supported. A professional said, "Home Instead have always taken a great deal of time to get to know any patient I have recommended to their service and have then shown professionalism, compassion and enthusiasm to offer the best service possible."

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.

When people receive care and treatment in their own homes an application must be made to the Court of Protection for them to authorise people to be deprived of their liberty. We checked whether the service was working within the principles of the MCA.

- Staff showed a good understanding of people's rights and how to support people to make informed decisions. One staff member said, "I would always ask people what they would like. For instance, in the morning what would they like to wear, giving them choices throughout the day. I would always ask people not tell them what they need. It's their home and we should make them feel comfortable and respect that."
- People's care plans detailed how people wanted their support which ensured they had control of how their support was delivered. Where people lacked capacity, decisions were discussed in their best interest.

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 outstanding. At this inspection, this key question has remained the same. This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

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

- Without exception, all of the people and relatives we spoke with told us how staff went to great lengths to make people feel that they really mattered and felt respected and valued. One person said, "All the [staff] I see are so lovely and want to accommodate for what you need. Nothing is too much trouble. Everyone is so nice. We couldn't fault them, they respect me." A relative said, "Staff are very kind or caring. They are exceedingly good, they have the utmost respect, they are very good and encouraged [relative] and are always sensitive to what support is needed."
- There was a strong visible person-centred culture which put people at the heart of everything. This was apparent from the management team, office staff and the staff supporting people. Everyone was extremely passionate about building positive relationships with people and recognised the importance of this to people's emotional wellbeing. For example, one person was at the end of their life, due to their ill health was admitted to hospital. The family and the person wished were for them to attend their close relatives wedding. This was an important day to everyone involved and they did not think this was achievable, however the staff coordinated with transport and health professionals that they were able to attend the day. The family were overwhelmed with emotion to see their relative make the day. The person sadly passed away soon after the wedding, however the family were extremely grateful for the extra mile the staff went to make sure their relative was present.
- Staff had developed caring, respectful and empathic relationships with people. One staff member said, "I like the way carers are treated with the utmost respect and your input matters. I really love that everyone is treated more like family, where you can drop into the office at anytime. Definitely the best company I have ever work for and have recommended to many people."
- The managers of the service ensured they matched people's interests with the interests of staff supporting them to promote positive relationships and encourage people to pursue their interests with staff who understood and shared their enthusiasm. Everyone spoke fondly about the staff who supported them, and the relationships they had formed. For example, one relative said, "They are good at understanding what interests are important to [relative] and they match the staff well. [Relative's] great love is the garden, so they have staff who are interested in that. It is so important to [relative's] psychological support, they will go to the garden centres which lifts their spirits." Another person's interest was to collect certain items, the management team found a staff member who had the exact same interest and matched the two people together. This interest was quite unique interest and the management team said this shared interest had led to a great relationship with the person and the staff member.
- Staff were repeatedly described as 'kind' and 'caring'. Numerous examples were given by people and their relatives of how staff went the extra mile to ensure people had positive experiences with the support they

received. Staff acknowledged their history and what was important to people. For example, it was arranged by the service to celebrate in the newspaper where they were three rocket scientists being supported by Home Instead Senior Care who all shared a similar career were interviewed about the impact they made on technology available now. The manager explained that "this was a great way to celebrate three phenomenal people and a part of how we provide our care services, we build a biography, so we can connect them to the right staff member."

- One person's spouse had to leave their home and move into a residential home prior to the person receiving a service from. The person became depressed and did not visit their partner. Over time the staff gained the person's trust and after a while the person expressed the wanted to visit their spouse. Staff recognised the significance of this and arranged to support the visit on the same day of the person asking even though this was outside their normal support arrangements. The outcome was described as heart-warming and emotional for all involved. This is now something that the service has made sure is a part of the persons care plan and they enjoy regular visits which has meant a lot to them and their family members.
- The service respected people's diversity and adapted their support to accommodate any emotional or physical support needs. Staff were innovative with how to support people to ensure that they were involved in the service being provided to them. For example, a health professional spoke about how the service had supported a person who has been very reluctant to engage in the support where they were living which had resulted in the persons relationship with the housing provider breakdown. The person held the staff member in high regard which meant there was trusted relationship which enabled the staff to open up conversations about the persons preferred housing arrangement. From this the support had developed an advocacy role with time and understanding the persons needs they have expressed they would like to move into their own home and not shared accommodation which the staff are supporting the person to do this.

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

- Everyone we spoke to felt comfortable in talking about their care. People felt their voice was heard and this was evidenced through the care plan reviews, on-going communication with staff and management team. One relative explained how in-depth the initial assessment was and that it wasn't just about what 'tasks' needed to be done but actually what was meaningful to the person and how the person wanted to be supported.
- The provider took a holistic view of people's support needs and staff encouraged people to explore their care and support options to ensure that they had the care and support that best suited their needs and preferences. For example, the management team had developed links with other local care providers and could advise people where they needed additional support or support that may better fit with the support style of another agency. They would work collaboratively with the other care provider to ensure people's support was viewed holistically and enable them to get the best care.
- People had shared their views of the care received on a home care website which as a result of the overwhelmingly positive feedback had subsequently awarded Home Instead Senior Care with a 'Top 20 Award.' to acknowledge the caring approach of the service they deliver.

Respecting and promoting people's privacy, dignity and independence

- Staff encouraged people to express themselves freely and to retain and develop their independence. One person said, "Thanks to the excellent care, I am now able to look after myself. For example, because of the support I am confident to cross the road on my own now. I am cooking my own meals and now putting on weight. With my light weight vacuum cleaner, I can now do my own cleaning. The staff have done a great job to get me where I am today." The input that the service provided not only built the persons confidence to go out on their own but also empowered the person and gave them confidence to live independently without the need for any care.
- One person told us how the service had helped him to remain in his own home by supporting him to have

equipment fitted to aid his independence. When speaking to the person they said, "This enables me to stay at home and be safe." We saw examples of other people being supported to acquire equipment such as walking aids, stair lift and an adapted bath.

- Care plans highlighted what things people could manage themselves and what they needed help with.
- People were able to mould their support how they wished and were involved in creating their support, people had a choice of what staff matched their personality and made them feel comfortable.
- When speaking with people and staff there was an overwhelming sense of positive culture in relation to respecting people and this was embedded in everything they do. One person said, "The staff will always check what I want, and I will try and initiate doing thing myself. They will leave me at the right time when I need privacy and will cover me."
- Records for people were kept confidential and were accessible through an application which could be shared with relatives if the person wished. This not only enabled relative to be involved and contribute to people's care planning, but to also have a two-way dialog with the service to show how they were also supporting their relative. Staff understood the importance of discussing peoples care in private.

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 now improved to 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; 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 received excellent personalised and individualised support that was highly responsive to their needs and preferences. Each person had an individualised plan of their care and support, which outlined their preferences in relation to their support needs, as well as their desired outcome for the support. For example, a person suffered with reduced mobility due to a degenerative condition and wished to gain strength to stand. Staff sought advice from external health care professionals on how to help the person regain their strength to stand. This included how staff should support the person with the recommended exercises. With this encouragement it gave the person the drive and determination to complete the daily exercises.
- People and their relatives confirmed they were fully involved in the development of the care plans and could contribute as much or as little as they wished. On relative said, "Myself, [family member] and the staff work as a team. I feel the staff really care for what is right for the person. It is important to us to have this care. The care had definitely prevented [family member] from going into hospital."
- The registered manager constantly strived to improve the service and provided people with enabling care and support to live fulfilling lives. Managers and care staff were passionate about ensuring that people were supported to live their best lives. One person explained they had been in a serious accident which resulted in them needing support. They wanted to go on holiday but needed support for this to happen. The registered manager worked hard to match the person with two carers who were able to make this happen. recognising how important this goal was for the person's well-being and confidence. They person told us that this opportunity may not have happened had it not been for the service.
- The management team recognised the importance of people feeling involved in the local community to lead fulfilled lives and develop friendships and created social events for people and staff to attend activities including raising money for local charities. This supported people to feel like valued members of the local community. We saw excellent examples of the positive impact this had on people's wellbeing. One person shared their experience with us of how they had starting to work for a befriending scheme for the local community, this was something that not only improved the person's mental wellbeing being but also gave a sense of empowerment by giving back to the community.
- Staff demonstrated they had outstanding skills and excellent understanding of people's needs and values, which enabled them to understand how people wanted and needed their support. For example, Staff understood the impact on deteriorating physical health for people's mental wellbeing. Staff researched and safely adapted equipment that reminded people of their fragility to enhance their dignity. For one person this had resulted in significant improvements to their mental and physical health.

- All professionals we spoke to said that the service is focused on providing person-centred care and support and achieved exceptional results. An example given was the staff supported a person who had high physical support needs to watch their family member graduate. This took planning to ensure the person had the right assistive equipment needed as well as the correct transport. With the support of the staff this was made possible.
- Staff daily records evidenced what people were doing with their day through an app, this app provided people and staff with information on how each person was achieving positive outcomes. This was also available for the relatives to review if the person wished. This meant that people were involved with how their support was shared with people close to them.

End of life care and support

- The management team spoke about how they promoted the importance of integrity and kindness when supporting people at the end of their life. The management team identified that people using the service as well as people in the local area would benefit from advice about planning for this stage of their life and had linked up with a specialist company to talk with people. This included talks from local organisations such as financial advisors to inform people of their options.
- Staff showed compassion and were extremely dedicated in making sure people's wishes were respected and met and that people were able to fulfil any aspirations. For example, one person was at the end of their life and had a great passion for golf and before he passed away wished to go to the golf range for the last time. The staff supported this person to achieve this and went to the driving range to hit some golf balls. As this was a very important part of the person's life, to achieve this and experience this one last time gave them a sense of normality to their life and they very much enjoyed the day.
- The management team spoke about how it was important to show dedication and respect to the person following their death and attended their funerals and offered their condolences to the family.
- Staff were supported by the management team with empathy and understanding. The management team implemented an independent counselling service for staff to contact if they felt the need for additional support.

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.

- Staff followed guidance and ensured people were not discriminated in any way. Staff took the time to communicate with people in a way they understood. Care plans identified people's communication needs and the registered manager ensured that people had access to information they needed in the format they understood.

Improving care quality in response to complaints or concerns

- Everyone praised the service very highly and had no complaints to share with us. People told us they had no reason to complain, as matters were always dealt with very quickly if they made any comments or suggestions. One person said, "I have not had to make any complaint, if I did I would know who to contact and I would be listened to." A relative told us, "We have not had to complain, they are good at picking up on the little things themselves. I feel they want us to be happy. It isn't just them doing a job, they are interested in what we say."
- The registered manager gave an example of when a complaint had been raised and this was dealt with promptly and described the lengths they had gone to above the normal procedure to resolve this and ensure the complainant was happy with the outcome.

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 the last inspection, this key question was rated as good. At this inspection, this key question has now improved to outstanding. This meant the 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; 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; Continuous learning and improving care

- Everyone we spoke with felt the service was led exceptionally well. The registered manager was committed to developing a person-centred culture within the service in line with peoples own vision and values. Staff told us there was an open culture and the registered manager was very approachable.
- The provider and managements passion and dedication were absolutely entwined in the service delivery by the overall culture and direction of the service they had shared with the staff. There was clear evidence of this throughout the service delivery showing they were overwhelmingly caring and responsive to people's needs.
- The whole management team were excellent role models who were actively involved in the care. We found all staff were very positive about the organisation and their role and felt committed to support people because they themselves felt supported. The management team set 'managers promises' which set out how they promised to serve the staff and people they supported. For example, one promise being 'Listening to staff invaluable feedback and adjusting our plans of care to response and reflect changes within five working days'. When speaking to staff about how proactive the management team were and if they felt listened to, all staff felt the management team had listened and adjusted care plans when needed.
- Staff had been given the opportunity to be involved in the running and developing the service. The registered manager had developed a clear vision of values that involved the staff in establishing what was important when delivering the service, this was developed through the management having promises to offer the staff and what the aims are. The management team have motivated staff to develop their leadership skills which resulted in them moving into different roles with in the company.
- The management team ensured that not only the people they were supporting were at the heart of everything they do but in addition, their ethos was they to serve the staff team and encouraged positive, open relationship's with staff. All of the staff we spoke to felt they were appreciated and empowered to do their role. One staff member said, "I receive thank you cards and its really personal, it makes me feel overwhelmed and shows you are appreciated."
- The management team were imaginative and innovative on how to offer well-being to staff and people. An example of this was employing a dog as their 'Emotional Welfare Officer'. This was to introduce the dog to the office to promote staff and people's emotional well-being. The role was also to remind people that setting a great example of non-judgement, positivity, loyalty, trust and friendship is important to the company ethos. This had a positive response and put a smile on staff faces when seeing the dog.

- The management team were proud to share that they had been awarded a national award for 'Five-star employment award.' The provider said, "This is a big deal for us as we know our job is to serve our employees well. If we look after our people they will stay, more people will join, and our clients will be served very well."

- The registered manager understood the legal requirements linked to their role. They had links to other organisations to ensure they kept up to date with any changes.
- The registered manager welcomed open and transparent working both internally and externally to the organisation. The management team collated information from quality monitoring and feedback from people, staff and professionals to improve the service. Where improvements were identified they were incorporated within an action plan and shared this. The provider sent out news letters to say what was changing following suggested improvements. For example, an electronic system was introduced to track all staff learning and development. Staff had control of their learning and were enthusiastic about picking additional training that would develop their overall skills and interest. were able to complete training
- People told us their views of the registered manager. One person said, "[Registered manager] is most helpful. [Registered manager] makes sure they come to visit and support, so they know how the care should be which is great." Another person said, "[Registered manager] is a lovely person. When the [Registered manager] visited they came to explain how the support will be. It couldn't be nicer."

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

- The registered manager had clear and effective governance systems in place which enabled the management team to have confidence in the service being delivered. The registered manager and provider worked closely to analyse trends and outcomes to improve their service. For example, the management team would meet monthly to look at trends of accident, incidents, health and safety concerns, medication errors. They will then look to see if there are any trends or overall improvements that needed to be implemented.
- Staff were positive about the management of the service and were able to feedback about the service in staff meetings and supervisions.
- Staff understood their roles and responsibilities and they felt the management team were always supportive and compassionate. Staff told us were motivated and supported to understand their roles and responsibilities. A staff member said, "Everyone works together to give our clients the best quality of life we can give them."

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

- People were involved in their care and were encouraged to express their views about the support they were given. People said they were able to offer feedback and felt listened to. This was highlighted through surveys and feedback they had given through compliments. This helped the management team to see at a glance where people were happy with their care. The compliments, feedback and the survey completed showed overwhelmingly positive outcomes.
- The service respected people's diversity. They were aware of people's diverse needs and from this ensure they enhanced activities and opportunities for people; staff did not see disability or impairment as a barrier to any goals or wishes people may have.
- The management team have strong links with other businesses in the local area. For example, the provider had linked up with other care providers to ensure that when a person's needs change they could facilitate that with giving people options of other care providers. The provider understood their set up of care may not always be suitable for that person and was dedicated to ensuring they were enabling the person to have the right care. This showed the provider worked collaboratively to benefit people and local

businesses. Another example of this was, the provider had put together a local seminar to share knowledge about end of life affairs which involved talks with financial advisors and the professionals discussing end of life and what this may look like for people this was extended to people not using their service.

- The provider worked with a local trust to encourage young people back into work. An example of this was where the provider supported a young person through education and an award scheme as well as starting their employment to then gain skills and understanding of getting into work.

Working in partnership with others

- The registered manager worked collaboratively with external professionals, as well as meeting with other care providers and working in partnership to share knowledge and skills to achieve good outcomes for people.

- A professional spoke about the registered manager and said, "They are a positive advocate for that is right, they get the correct level of care for each person and looks at the person's whole well-being. I think they have enabled people to move forward and you can see they want a good outcome for people. I am more hopeful now we are working together that we will get the outcomes."