

Mrs Carole Ann Williams

Carroll's

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?	Outstanding ☆
Is the service responsive?	Good ●
Is the service well-led?	Good ●

Summary of findings

Overall summary

About the service

Carroll's Care is a domiciliary care service for older people with physical disabilities, sensory impairments, people living with dementia or frailty. The service provides personal care to people living in their own homes. 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. At the time of inspection 13 people were receiving personal care support from the service.

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

The service continued to have an exceptionally positive impact on people's lives. People and relatives consistently shared very positive feedback about staff being extremely kind, "going the extra mile" and respecting people's wishes. We also found several examples of people's independence being valued and promoted through the delivery of a flexible and person-centred service. People's comments included, "The care is excellent and all I need. I can't say enough about the girls - they are all lovely"; "The staff are very considerate and understand when I am unwell and go with that. It is a wonderful service" and "This is a personal family service, which we find just great".

Relatives were equally positive about the care and support provided to their loved ones. One said, "My relative gets very good support. They adapt and work with (the person) to ensure they have what they need and want. It's an excellent service for us" and "I have found all aspects of the service Carroll's provides as exceptional; the team always go the extra mile when it comes to care. They have taken time to understand (the person) so they can be as supportive and empathetic as possible".

The service was safe. Risks to people's health and wellbeing were assessed, recorded in their care plans and updated when needs changed. People told us, "Yes. I certainly do feel safe. Definitely. You couldn't find better girls than we have"; "They (staff) are all lovely. I knew them all now and they know me" and "Yes, I am safe because the girls are well trained. It's a very good service".

There were enough staff to meet people's needs. People and relatives told us the service was very reliable. They confirmed that staff arrived on time, stayed for the correct length of time and no visits had been missed. Safe recruitment processes were in place.

People and their relatives were very positive about the provider's infection prevention and control processes. They told us staff always wore appropriate personal protective equipment in their homes.

People's needs were assessed before the service began to provide care and support. This ensured the service was able to meet people's needs and that there was clear guidance for staff to follow in relation to people's care.

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.

People and relatives were confident staff had the skills and knowledge to provide appropriate care. Comments included, "They are well organised, and we are pleased with our choice of service" and "I would say the staff are confident and competent".

People's dietary requirements and preferences were included in their care plans. Staff supported some people individually with menu planning, shopping and preparing meals, as required. The service worked well with other agencies, such as local GPs and specialist nurses, which resulted in a positive impact on people's lives.

Care was personalised to meet individual needs and was delivered in a way to ensure maximum flexibility, choice and continuity of care. People and their relatives were involved in planning their care and reviewing care needs to ensure they received the right support in line with their choices. Staff supported people to maintain relationships with friends and family.

Information was available to people on how to raise concerns or make a complaint if they had a need to. No complaints had been raised since the last inspection of the service.

The registered provider and senior management team had developed a person-centred culture at the service. People repeatedly told us the service was reliable and enabled them to remain at home, supporting their choices. Comments included, "I am thrilled with the service and they have my full admiration"; "I give them top marks".

The management of safety, risk and governance was effective as the provider had good oversight of the service. People had regular opportunities to feedback their experience of the service.

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 26 April 2018)

Why we inspected:

This was a planned inspection.

Follow up:

We will continue to monitor information we receive about the service until we return to visit as per our reinspection 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 responsive.

Details are in our responsive findings below.

Good ●

Is the service well-led?

The service was well-led.

Details are in our well-led findings below.

Good ●

Carroll's

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 completed 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 registered provider was also the manager of the service. This means that they 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.

Inspection activity started on 3 December 2021 and ended on 14 December 2021. We visited the office location on 3 December 2021.

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. The provider was not asked to complete a provider information return prior to this

inspection. This is information we require providers to send us to give some key information about the service, what the service does well and improvements they plan to make. We took this into account when we inspected the service and made the judgements in this report. We used all of this information to plan our inspection.

During the inspection

We spoke with the registered provider, office manager, care manager and assistant care manager. We contacted 11 people who used the service and received feedback from six people. We also received feedback from four relatives.

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 one professional who worked with the service. We received feedback from six members of staff.

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 were protected from abuse and avoidable harm. People and their relatives said the service was safe and staff treated them with care and kindness. Comments included, "Yes. I certainly do feel safe. Definitely. You couldn't find better girls than we have"; "They (staff) are all lovely. I know them all now and they know me" and "Yes, I am safe because the girls are well trained. It's a very good service".
- Relatives were equally confident that the service was safe. Comments included, "Safe? Very much so. When (Person) had a fall, staff all responded really well and contacted me immediately" and "(Person) is safe. The staff are brilliant. We are not living locally so depend on them. It is an excellent service."
- Staff confirmed they had been trained to recognise and protect people from the risk of abuse, and demonstrated knowledge of the safeguarding processes in place to keep people safe. They were confident to raise issues with the manager and management team. One told us, "Any concerns I have I know will be addressed as soon as I raise them". Another said, "If I have any concerns, I feel confident about raising them with the manager, who is very approachable".
- The manager and management team were aware of the process to follow should any safeguarding concerns be raised with them.

Assessing risk, safety monitoring and management; Learning lessons when things go wrong

- Risks to people's health and wellbeing were assessed, recorded in their care plans and updated when needs changed. Risk assessments included areas such as mobility; falls risks; use of equipment and health issues. We saw that assessments were promptly updated meaning any new information was available for care staff.
- Staff confirmed they had sufficient information to manage risks and demonstrated a good knowledge of potential risks to people and how to mitigate those risks. They confirmed they had received training to use any equipment people required. One staff member said they were never expected to do anything they were not confident or trained to do. This reduced avoidable risks when delivering care.
- Environmental risk assessments of people's homes had been completed by the management team to promote the safety of both people and staff. These considered the immediate living environment of the person, including lighting, the condition of property and security.
- Accidents and incidents were recorded and reported to the manager and management team. There had been no significant accidents or incidents involving people using the service since the last inspection.

Staffing and recruitment

- There were enough staff to meet people's needs. People and relatives told us the service was very reliable. They confirmed that staff arrived on time, stayed for the correct length of time and no visits had been missed. Comments included, "This is a very reliable service. One we can count on"; "They never rush me and

stay extra if needed" and "Timings are always good. They come when they say they will".

- People confirmed they had regular and familiar staff delivering their care and support. This meant people were confident their needs and wishes could be met. One person said, "We have three regular staff...when they introduced new staff they doubled up to train them at no extra cost to me. All is going really well. They provide a really good service".
- Staff confirmed they had sufficient travelling time and time to deliver the expected standard of care and support.
- Safe recruitment processes were in place. Appropriate pre-employment checks had been completed prior to new staff commencing employment.

Using medicines safely

- People's medicines were managed safely where they needed support. People told us they were assisted to take their medicines as prescribed. One said, "They make sure I don't forget". A relative said, "They are always well organised and let me know when I need to order more".
- Staff had training to ensure medicines were safely managed. Staff competency was checked by senior staff during quality spot visits.
- The management team reviewed the medicines records monthly to be able to identify any concerns. The management team were reviewing this system with the aim to introduce a more regular review of medicines records to identify any issues promptly.

Preventing and controlling infection

- People and their relatives were very positive about the infection prevention and control (IPC) processes established by the provider. They told us staff always wore appropriate personal protective equipment (PPE) in their homes. Comments included, "Staff are very good; they are careful with (person). They all turn up with the equipment they need". And "They take all precautions".
- Staff received training in IPC and had felt confident and supported throughout the COVID-19 pandemic due to "good" communications, training, guidance and plentiful provision of PPE. Staff comments included, "COVID has definitely been a stressful time for the care sector but I have always felt protected and been provided with the correct PPE" and "During the pandemic we have received outstanding support and guidance from our manager, including additional training relating to safety and hygiene to ensure the safety of all of the clients. We always have PPE and COVID test available for collection from the office and we test twice a week".
- There were IPC protocols in place for staff and visitors accessing the office; this included the wearing of masks.

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 needs were assessed before the service began to provide care and support. This ensured the service was able to meet people's needs and that there was clear guidance for staff to follow in relation to people's care.
- People and their relatives contributed to the assessment process to ensure needs, preferences and expectations could be met. A senior member of staff undertook assessments and where needed additional information was also sought from family or other professionals.
- The assessments detailed the support people required and preferred to maintain their varied routines and support their health and wellbeing.
- Staff confirmed they always had sufficient information to deliver safe care. Comments included, "I have never felt as if I haven't been fully prepared or have to walk into a new client blindly or with no guidance" and "There is good communication within the team regarding changes to individuals' needs and requirements".

Staff support: induction, training, skills and experience

- People and relatives were confident staff had the skills and knowledge to provide appropriate care. Comments included, "They are well organised, and we are pleased with our choice of service" and "I would say the staff are confident and competent".
- A professional described the service as a "really good agency" and added, "They (staff) are very caring and thorough; people are in good hands".
- Staff completed an induction and training programme. The provider had a programme of training for staff; records showed most training was up to date. Some staff were due medicines refresher training. This had been delayed due to the pandemic and limited opportunities for face to face training. The provider was looking for an alternative refresher course staff could complete remotely.
- All staff described a supportive and professional working environment where they felt supported and valued. Comments included, "I feel confident within my job role as I know (the management team) update our training to fit our clients' needs, such as dementia awareness"; "We regularly update our training to ensure we're up to date on all new procedures and policies". and "Absolutely 100% supported, we do have meetings and if there's anything that needs discussing, we can speak to the relevant person and the help and support is always there for us".

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

- People's dietary requirements and preferences were included in their care plans. Staff supported some people individually with menu planning, shopping and preparing meals, as required. Care notes described

the support provided around people's nutrition and hydration and these were consistent with their planned care.

- People said staff supported them according to their preferences and offered them choice. Staff had used creative ways to encourage people to eat well. A relative told us how staff sang to their loved one during mealtimes, which relaxed them and enabled them to eat. We also heard how the provider had taken time to prepare nutritious modified meals for one person struggling to eat. This had resulted in a better nutritional intake for the person.

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

- The service worked well with other agencies, such as local GPs and specialist nurses, which resulted in a positive impact on people's lives. Staff monitored people's well-being and reported any changes so these could be addressed.
- People said staff would support them to access medical support if required. A family member said, "It is a blessing having them (staff) visit. They are our eyes and ears and they are quick to report any concerns about (person's) health". Another told us, "All medical issues and emergencies have been dealt with in a highly professional way...they link seamlessly with GP, district nurses and hospital staff. I am promptly kept up to date".
- A health care professional said the provider always made appropriate referrals and acted on any recommendations given. They added, "It is a great service and really valued".

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.

- At the time of the inspection, none of the people supported by the service had a Court of Protection Order in place.
- People's capacity to make decisions was considered during the assessment process. People confirmed they were involved in decisions relating to their care and support, and their choices were respected.
- Staff had completed training in relation to the MCA and understood the importance of ensuring people made their choices about their lives.

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; Respecting and promoting people's privacy, dignity and independence

- The service had a long record of being caring. At this inspection the care and support people received continued to be outstanding. The provider and staff demonstrated strong caring values, and a very good understanding of people's diverse needs.
- Respect for equality, diversity and human rights was embedded within the service and integral to everything the staff did. People said they were always treated with kindness, respect and compassion. This was because the provider promoted a caring culture where people were valued and respected as individuals.
- Without exception, people, their relatives, and community professionals praised the strong person-centred culture within the service, and the high level of empowerment people experienced as a result. People told us, "The care is excellent and all I need. I can't say enough about the girls - they are all lovely"; "The staff are very considerate and understand when I am unwell and go with that. It is a wonderful service" and "This is a personal family service, which we find just great".
- Relatives were equally positive about the care and support provided to their loved ones. One said, "(My family member) gets very good support. They adapt and work with (them) to ensure (they have) what (they) need and want. It's an excellent service for us". And "I have found all aspects of the service Carroll's provides as exceptional; the team always go the extra mile when it comes to care. They have taken time to understand (person) so they can be as supportive and empathetic as possible".
- The provider led a team of staff that were highly motivated to offer care that was exceptionally compassionate and kind. Staff found innovative and creative ways to communicate with people using the service. For example, staff sang with one person who lived with dementia as they knew it relaxed and helped to reduce their anxiety. Their relative explained, "This enables (the person) to eat more". They gave a further example of where the person was "off their food" and recovering from an illness. Instead of continuing with the pre-prepared meals, the provider arranged for home cooked meals to be prepared maximising nutrition and choice to aid the person's recovery. Their relative added "I would recommend Carroll's to anyone who wanted their elderly relative to have a five star personalised service".
- People's preferences were known by staff and the daily care and support reflected these. The registered manager had chosen staff to support people based on their shared interests and hobbies. One person said, "I am a very fussy person. They are marvellous; all of them". Another said, "Absolutely yes, staff are caring. Although professional they are very kind to me. They are a very caring group of staff".
- Staff used their detailed knowledge of people's backgrounds, interests and personalities to consistently and routinely go the 'extra mile' to brighten people's daily lives. For example, one person loved to play a

musical instrument. Their key member of staff also played an instrument and the person told us they often had little music sessions during visits, playing music together. The person told us, "We have a jolly time". Staff also read poetry with another person as this was important to them.

- Another person explained how staff helped them to look after their pet and how important to them this was. They said, "I like that (staff) make such a fuss of my (pet) and she loves them too. Their help keeps me at home where I want to be with my pet".
- One person said, "Carroll's is extremely good at matching staff; it has been spot-on. We are thrilled with the service and they have my full admiration".
- Staff showed a genuine fondness for the people they cared for and were dedicated and committed to supporting them and their families to achieve the very best outcomes possible. We heard of several examples of staff carrying out extra, thoughtful acts, to support people. For example, staff delivered people's favourite take away meals in their own time. Several people enjoyed reading a daily newspaper but could not get a delivery on Sunday. Staff happily collected and delivered Sunday newspapers during their rounds to people who wanted one. This supported people with an activity that was important to them and kept them connected.
- One relative explained the partnership of care for their loved one with the service. They said, "We are very happy with this service. The staff show genuine care and consideration for (person)." They went on to tell us, "Staff are lovely. They taught me about things I wasn't doing. (Person) is chair bound. Staff kneel alongside when speaking with (person). They explained to me it is not good to tower over them! So now I get on my knees, so I am not looking down on them. Simple things but effective."
- Staff supported people to maintain their independence as much as possible. They ensured people had the correct equipment to promote independence, for example, working with other professionals to assess needs. One person said, "They help; encourage but don't force me or rush me. They respect when I am not feeling well and will change the schedule to suit me".
- Staff were mindful of the stress and pressures some relatives felt from time to time. Relatives told us staff cared for them too. One person said, "They (staff) are exceptionally caring towards me too. So thoughtful to me. They brought me chocolates to cheer me up when I was having a hard time. They really do go the extra mile".
- Another relative told us, "Carers have developed great empathy with my (relative). They go the extra mile in interpreting and meeting (their) care needs. They also ensure I am ok. It is very reassuring knowing they are coming".
- Staff helped to ensure people were safe at home. For example, when one person had maintenance issues at their home, staff helped to organise repairs.
- Feedback from people showed staff promoted and protected their privacy and dignity. One person explained how staff always ensured their curtains were closed and they remained covered during personal care. They added, "They are thoughtful like. I never feel embarrassed as they put me at ease". A relative also remarked on how staff protected their loved one's privacy and dignity. They explained staff had made great strides over several months to improve the standard of their personal care. This had a positive impact on the person's self-esteem. People said staff were also very respectful of their property and belongings.

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

- The excellent relationships between people, the provider and staff team meant people and their relatives had the confidence and opportunity to express their views. People confirmed they could make additional requests of the service, which in turn provided them with a bespoke service which met their needs and wishes.
- Staff ensured people were fully involved in deciding and planning how they wished to be supported. One person said, "They come to suit me. Always reliable. They ask if I need anything else before leaving. I really couldn't ask for a better service". This was echoed by all those we spoke with.

- People were offered a choice of staff depending on their gender to promote people's privacy and dignity. One person said, "I prefer female staff, and this is always respected".
- People were given regular opportunities to feedback their experience of the service to the provider. The provider spoke with people regularly and all those using the service knew the provider well. Comments included, "(The provider) is wonderful. She and her staff work so hard. I am lucky to have them" and "Carroll's service is excellent. It is exactly what I need to help me stay at home".
- In addition to the exceptionally positive feedback people gave us directly, the provider had also received numerous written compliments praising the excellent care provided. We were shown multiple examples which reflected the provider's values and behaviours. Comments included, "Wonderful staff team; thank you all for the care and attention given"; "Thank you for supporting (person). Regular visits have made such a positive difference" and "I am glad I've got you and your team alongside me".

Is the service responsive?

Our findings

Responsive – this means we looked for evidence that the service met people's needs.

At the last inspection this key question was rated as Good. At this inspection this key question has remained the same. This meant people's needs were met through good organisation and delivery.

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

- Care was personalised to meet individual needs and was delivered in a way to ensure maximum flexibility, choice and continuity of care. People and their relatives were involved in planning their care and reviewing care needs to ensure they received the right support in line with their choices.
- People's care plans were person-centred and gave staff the information they needed to safely and effectively support people. The information included in care plans enabled staff to get to know people and what was important to them. Care was delivered by a team of staff who knew people extremely well.
- People and relatives described a flexible and responsive service that met individual needs and preferences. Comments included, "Any changes needed we can discuss with (the provider). The care plan has adapted over the years as (person's) needs have changed. They are excellent"; "The Carroll's girls are so very good and help my family too. They know exactly how to help me" and "I came up with a list of things - a care plan type of thing. They adopted my suggestions. Nothing is too much trouble... they adapted the service to suit (person) and give me reassurance".

Meeting people's communication needs

Since 2016 onwards all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard (AIS). The standard was introduced to make sure people are given information in a way they can understand. The standard applies to all people with a disability, impairment or sensory loss and in some circumstances to their carers.

- People's communication needs were detailed in their care plans. For example, people's preferred method of communication and any impairments that could affect communication was recorded and guided staff on the best ways to communicate with them. This meant staff knew the communication methods that were most helpful for each person.
- A relative described how skilled staff were when supporting their family member. They described how staff always ensured good eye contact and that they spoke at a pace to suit their relative.

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

- Staff supported people to maintain relationships with friends and family. For example, during the COVID-19 pandemic staff supported people to keep in touch with their loved ones via telephone calls.
- People told us staff had time to socialise and chat with them. Staff acknowledged people's interests and hobbies. Comments included, "They (staff) always have time for a chat and a laugh. They are so patient and kind" and "They (staff) brighten my day".

Improving care quality in response to complaints or concerns

- Information was available to people on how to raise concerns or make a complaint if they had a need to. No complaints had been raised since the last inspection of the service.
- People and relatives said they felt able to raise any concerns. Comments included, "Any suggestions are taken on board and there is never any negative feedback from them about my suggestions"; "I have confidence in (the provider) if I had any concerns. She would listen and act, but I have no concerns or complaints over the many years using this service" and "(The provider) is always available to speak to but I have nothing to complain about. The service suits us very well".

End of life care and support

- The service provided end of life care and support. The provider explained, "Our goal is to support people at home as long as possible". At the time of the inspection, no one supported by the service was receiving end of life care.
- The provider told us they would work closely with relatives and healthcare professionals, including GPs to support people at the end of their life.

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 remained the same. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

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

- The registered provider and senior management team had developed a person-centred culture at the service. People told us the provider and staff placed their needs and preferences at the heart of the service, by ensuring their dignity, independence and choices were promoted.
- People repeatedly told us the service was reliable and enabled them to remain at home, supporting their choices. Comments included, "I am thrilled with the service and they have my full admiration"; "I give them top marks...I wouldn't want any other service" and "This service is the only reason (person) has been able to fulfil their wish of being cared for at home as long as possible...top class, five star personalised care".
- People using the service, relatives and professionals said they felt the service was well managed. All said they would recommend the service to others. Comments included, "I would totally recommend Carroll's to anyone. I have found all aspects of the service exceptional and the team always go that extra mile when it comes to care"; "We are completely happy and would definitely recommend the service. Compared to other services we are lucky we found them" and "Everything is well organised and planned for, and what you expect happens". A professional said, "Staff have a very good understanding of people's needs and conditions; I would recommend this service".

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

- The provider was experienced and had operated the service for many years. People, relatives and professionals expressed their confidence in the provider and senior management team. They told us they could contact the provider any time and any requests were addressed quickly. Comments included, "(The provider) runs a tight ship. She is an exceptionally good manager".
- The provider understood their responsibility to be open and honest when things went wrong. Relatives felt they had been informed of any incidents or accidents in a timely manner.
- The provider was aware of their responsibility to ensure that CQC were notified of significant events which had occurred within the service.

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

- People were supported by a team that was well led. Staff were motivated and enthusiastic about their work.
- Staff confirmed the provider and other senior staff were supportive and very visible. Staff comments

included, "We are 100% supported. We have meetings and if there's anything that needs discussing, we can speak to the relevant person and the help and support is always there for us"; "I can honestly say I work in a really great team, my colleagues and the management team are all very approachable. Due to it being a smaller business it has a very personal feel, where I feel valued as an individual" and "Carroll's home care is one of the nicest services I have worked for. I feel as if I am part of a small family... The support I have been given has not only aided my confidence within my job role but also as a person..."

- The management of safety, risk and governance was effective. The provider had good oversight of the service. There were systems in place to monitor and assess the service provided. Audits completed by the provider and senior team helped to identify any areas for improvements.
- Senior staff completed spot check visits, observing staff and speaking with people using the service. These visits enabled staff to receive feedback regarding their working practice, and enabled people to share their experience of the service.

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

- People had regular opportunities to feedback their experience of the service. For example, through care reviews, regular phone calls from the provider and senior management team; spot check visits and satisfaction surveys.
- The results from the last satisfaction survey completed in September 2021 were positive. Comments included, "I can only say I couldn't have any better"; "You have an excellent group of carers" and "Very pleased with the service".
- The provider demonstrated they were open to suggestions for improvements. Relatives reported that any suggestions were acted upon to ensure individuals received the care they wanted. One relative explained, "Nothing is too much bother. (The provider) is keen for our input too. We are grateful for this excellent service".

Working in partnership with others

- The provider had established effective links with external health and social care professionals to promote people's health and wellbeing.
- A professional who worked closely with the service said, "Staff have a very good understanding of people's needs and conditions; I would recommend this service".