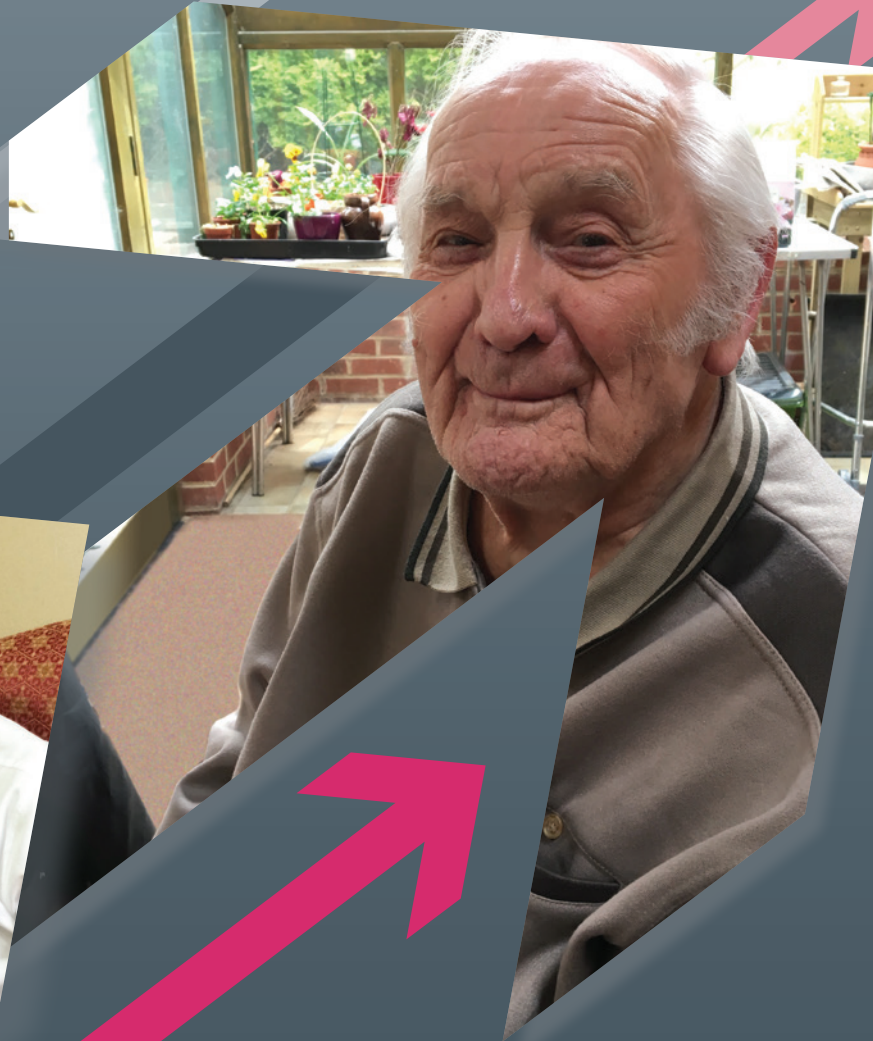


Driving improvement

Individuals who have made a
difference in adult social care services



JULY 2018

Jean Austin, Service Coordinator, Rectory Lodge and Herondale run by mcch

Jean's risk assessments and support plans demonstrate great care. They learn as much as possible about people, so they are supported and cared for in the way they want and need to be. The subtleties noticed makes the quality of support excellent.

Referral applications are carefully considered. She encourages her staff to see challenges positively, empowering them through training, experience and professionalism to make significant and positive differences.

Jean's attention to detail means her team are responsive to changes. For example, a person

moved to Rectory Lodge, exhibiting signs of mania. Behavioural incidents needed to be managed by 2:1 staff and were distressing to him and his family. Jean noticed some slight abnormalities that caused her to question if his behaviour could be linked to difficulty in expressing physical discomfort. He was referred to the hospital and it transpired he had heart failure and this had been the case for some time. This is now being treated and his life has transformed; he is now much more settled and content.

Chris Pomfrett, Assistant Practitioner, Vale of York Clinical Commissioning Group

Chris is employed by the Vale of York CCG to support care homes in the roll out of React to Red Skin. This is a pressure ulcer prevention campaign that is committed to educating as many people as possible about the dangers of pressure ulcers and the simple steps that can be taken to avoid them. Chris works closely with care home staff to educate and support them in promotion of healthy skin.

The prevention of avoidable pressure ulcers in the community is one of the biggest challenges that care organisations face – a challenge that currently costs the NHS and care organisations in the UK around £6.5 billion per year.

Pressure ulcers affect around 700,000 people in the UK every year and many of these will

develop while an individual is being cared for in a formal care setting (hospital, nursing home or care home). The reality is that many pressure ulcers are avoidable if simple knowledge is provided and preventative best practice is followed.

To date, 11 care homes are undergoing training for React to Red Skin. This includes approximately 400 eligible staff. Three homes have achieved full sign off with all staff trained and competent. Certificates have been awarded to recognise the success. One care home has been recognised for achieving 100 days since the last acquired pressure ulcer. There are a further five homes recruited for the next cohort starting in April.

Laila May Ross and Sarah Parsons, LDC Care Company Ltd

Laila May Ross and Sarah Parsons have provided outstanding support for a severely disabled young man (JM), who resides in one of LDC's residential services, The Glen. In August 2016, JM moved into the service with a diagnosis of severe Cerebral Palsy and is completely dependent on two staff for all his needs, including moving and handling.

When JM was assessed by LDC he was living in an elderly nursing home where he barely left his bed or room. At the time, JM was in his early 20s; he lost a lot of weight, and his mood appeared to be so low that he seemed to be giving up his fight.

When he came to the Glen, Sarah welcomed JM by introducing each resident to him one by one, and helping him to build relationships and social skills. When JM came, Sarah's first aim

was to support his increase in weight and, with support from the dietician, he gradually increased his weight by on average 1lb per month. She also found that getting JM into his chair and eating with others really helped him to want to eat.

Laila has supported JM through gruelling physiotherapy, hydrotherapy and daily exercises to build the muscles in his legs, with the aim to be able to mobilise in his 'pacer' equipment. Laila has never let JM give up, even when he seemed to want to. Laila kept pushing JM to reach his potential and ensured that every session he had was fun and enjoyable, with lots of praise and encouragement.

JM has now been supported to use his 'pacer' for the first time and is able to walk around the home without support, which is truly amazing.

Mary Ilesamni, Senior Support Worker, Grove Lane (Supported living services for people with learning disabilities), Choice Support

Mary was the first female to work successfully with someone using services (K) who has high Autistic spectrum needs and severe challenging behaviour.

For most of her life K's behaviours meant she could only be supported by male carers and had very limited life opportunities. Initially Mary was frequently attacked and had her clothes torn but she persevered gently, creating a relationship of trust. She taught other female staff how to support K and gradually built a team around K that could support her more appropriately.

Mary understands K's difficulties with social communication and works creatively to improve receptive and expressive communication. K needs a strong structured routine to her day and Mary uses visual aids, and supports her with transition and

sequencing to make things easier. Her exceptional ability to understand K's needs and resolve problems gives K choice and control and creates predictability. Mary does this in a low arousal way with patience and kindness. She has 'unconditional positive regard' for K, which means she really values her, irrespective of what K might say or do.

Mary has been working with K for eight years and K's whole quality of life has improved beyond all expectations. K now has a full social life, going out on public transport, holidays, parties, anything she cares to do. K has created her own small jewellery business with Mary's support and they set up a stall selling her jewellery at a conference for people using services last year – something that would previously have been unimaginable.

Lesley Griffiths and Sharon McMillan, The Glen, LDC Care Company Ltd

Lesley Griffiths and Sharon McMillan have helped a physically disabled person using the service (EW), to make a significant improvement in their mobility and weight loss – so much so that every element of their day is improved. EW went to The Glen in June 2017, and was so severely overweight that she had an array of physical concerns that negatively impacted her life.

These included being unable to open her eyes due to the weight that was around her face; her only mode of mobility being by crawling on the floor; and her weight putting so much strain on her hip that it was impacting her quality of life and mobility.

Sharon and Lesley have put goals in place for her diet and mobility. Lesley has been key working with EW, and supporting her to try new

foods that are healthier, and also encouraging sufficient fluid intake. Since admission, EW has lost three stones in weight. She can now see due to the weight loss around her face, and is interacting with others and enjoying looking at her surroundings.

Sharon has supported with EW's weight loss, with the aim to get her walking around the service. Sharon referred her to physiotherapy and hydrotherapy. EW was apprehensive about going in the water, and Sharon found different ways of keeping her calm and relaxed.

Eventually with the support from Sharon and the external professional, EW made her first few steps with her walking aid in many years. This was built up over six months, with EW encouraged to go that little bit further every time. Now, she is able to mobilise throughout the house and never really 'crawls' anywhere.

Simon Green, Maintenance manager, Camino Healthcare

Simon Green is responsible for the upkeep and maintenance of both Camino Healthcare's Oak House and Cromwell House.

He not only collaborates with the management team to assist with the maintenance of the buildings, but improves the living conditions of both units, continually making suggestions for enhancement by listening to people using the service and staff. This has a great impact on the wellbeing and morale of the staff and people using the service, as they can rely on Simon to finish the job quickly and to the highest standard, while taking their needs into consideration.

Simon continuously considers factors such as infection control, health and safety, and first aid

awareness, as well as how he can improve the accessibility for people as well as their comfort. He has combined the wealth of knowledge he has in maintenance with an industry that he was historically unfamiliar with.

Notably, Simon has worked closely with several people using the service who have shown a keen interest in maintenance and the tasks Simon carries out. He has gone above and beyond what is expected of him and helped to motivate various individuals to complete a variety of tasks. He is always willing to spend time out of his day to help anyone.

Rebecca Cash, Office Manager, Athena Care

Rebecca worked tirelessly over the summer of 2017 to secure accommodation and the correct care package for a disabled wheelchair user client, Chris Samuel, who, through no fault of his own, was made homeless.

Rebecca visited several hotels over the summer months mainly out of hours and often late in the evening. She risk assessed the rooms to ensure safe transfers from wheelchair to bed and vice versa, raising the bed to the correct height, and rearranging the furniture

and the bathroom. Rebecca also assisted Mr Samuel to apply for new accommodation and, after several weeks, he was given a ground floor flat through Leicester City Council.

Rebecca's caring actions prevented Mr Samuel from sleeping rough. Through her hard work, drive, networking and liaising with social workers across two different local authorities, Rebecca managed the transition of homelessness into local temporary accommodation, preventing a crisis.

Andy Kemp and Jay Hare, Care Assistants, LDC Care Company Ltd

Andy Kemp and Jay Hare have made an outstanding contribution to the life of someone using their service, DC. DC was going through a crisis period at his previous residential home, causing him to look to move into a supported living service. He also wanted a lifestyle change with his diet.

Andy and Jay supported DC to establish the type of property he would like, and outline some goals which, in addition to the move, included weight loss. They:

- Created a healthy action plan with DC and set a goal weight, assisted by the incentive of fitting back into his old Arsenal shirt. DC achieved weight loss of over a stone in 10 weeks.

- Supported DC to use self-soothing methods to reduce behaviours and identify when his anxieties were escalating, and reduced the need for police intervention.
- Assisted DC with his move to his new property and personalised the environment to be themed to his interests.
- Supported DC to increase life skills and cook healthy meals.

DC's frame of mind has been dramatically improved since making these positive changes supported by Andy and Jay. He is engaging in new activities and continues to take positive steps to develop his own lifestyle.

Driving improvement in health and care

Individuals who have made a difference



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ADULT SOCIAL CARE SERVICES

Key question: Responsive

Judy Jordan and Pam Rawson, volunteers at Glennfield Care Centre

Judy Jordan and Pam Rawson are both in their seventies and worked at Glennfield before retiring. For the last nine years they have provided a shopping service for the people who live in the home. They have affectionately been nicknamed 'The Trolley Dollies'.

Every Wednesday, no matter what the weather, they load their two trollies and go around the home visiting people living here. They bring things that have been ordered the previous week or people can just browse and choose items for themselves. Items range from

magazines and sweets to hand knitted goods or drinks and cards. Anything that people have asked for is provided wherever possible.

It's not just about the shopping or the provision of this service; Judy and Pam spend time with people living in the home and make it a social event.

The benefits are easy to see when watching the lively chats going on between the Dollies and the person they are with.

Lee Holmes, Support Worker, Madeley Road (Supported living service for people with learning disabilities), Choice Support

Lee Holmes has been with Choice support since 2004, and at Madeley Road for five years. He is always full of ideas on how to improve the quality of life for the people we support. Lee excels artistically and with his craftsmanship, he creates things that are meaningful to the people who live at Madeley Road.

Lee is dedicated and committed, even coming in on his days off to do some unfinished work such as painting.

Lee is ambitious and passionate about the people he supports, always offering ideas on how to better the quality of life for people.

An example of his work is a project he undertook to bring the beach experience to the garden at Madeley Road. He has designed and build a wooden sandy deck in the garden that is wheelchair friendly. This means one of the men he supports can feel the experience of a sandy beach in his garden from the comfort of his wheelchair. The man really enjoys sitting in his wheelchair outside when it is sunny. He enjoys the sensory stimulus from the grain of sand being poured down on his feet while listening to music.

Paul Westall, Head Chef, New Deanery

Chef Paul Westall and his team have developed a way of shaping pureed foods so they look like the food other residents are eating, making the meals much more appealing.

They can represent 90 per cent of their menu, from green curry to mash and veg. It takes a lot of planning, but the outcome is that it encourages residents to eat more than they would otherwise.

Some of the big companies who provide moulded food to care homes recognised that the quality Paul was achieving was hard to beat.

As Paul says, “We’ve turned something like baby food, that suits residents’ diet and needs, into something that looks like proper whole food. It really works well.”

“When I started, there was one type of meal choice. We quickly introduced two choices straight away and a variety of available meals at every meal time.”

Stephanie Carpenter, Activities Coordinator, Home of Comfort

“The activities are great too – Steph is a class act”

This quote (from Home of Comfort’s 2017 survey of residents and visitors) reflects how much the events run by Stephanie Carpenter, Activities Coordinator, enhance the life of the home.

Residents come to the home with a variety of conditions and needs, but all have significant physical disabilities. The home aims to offer a warm and friendly place where residents feel safe and secure – and also happy.

This is where Steph’s determination to bring fun and laughter into the home comes in. She plans and organises a range of activities

designed for everyone at the home, with a mix of group and one-to-one sessions. There’s a monthly cinema afternoon (complete with a roll of tickets and a refreshments trolley), bingo sessions, visiting animals of all shapes and sizes and regular parties. Recent live music events have included country & western, classical, a piper (for a Burns event) and of course Christmas.

Steph offers reassurance to the nervous, conversation to the under-stimulated, encouragement to the hesitant and companionship to the lonely. Her enthusiasm draws many visitors into the home’s extended family community.

Driving improvement in health and care

Individuals who have made a difference



Supporting

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ADULT SOCIAL CARE SERVICES

Key question: Well-led

Daniel Daka, Service Manager Oak House, Camino Healthcare

Daniel has developed effective and professional working relationships and has an in-depth understanding of his team's strengths and weaknesses. This has greatly helped Daniel's unit to mature as a group and they work to deliver the best care possible while delivering consistency. This was shown in a successful CQC inspection in September 2017, which resulted in the unit being rated as good in every area.

The report showed that people's care was delivered with compassion, and staff supported

people to exercise choice, independence and control, wherever possible. A relative of one of the residents said they felt their family member was "getting the most help they have had and finally getting the proper treatment they need" and another relative said, "The staff are well trained, more so now than ever".

Daniel has improved the morale of the team, proved that he maintains a high level of professionalism and has helped people who use the services make great progress on their personal journey of recovery.

Hayley Dench, Registered Manager, Ellenborough Court, Community Therapeutic Services

Since being in post, Hayley has overseen significant changes in the lives of people using the service, as well as staff development and retention.

She has managed some very controversial and ethical issues. These included:

- supporting haircare, when it was not easy and needed to go through the Mental Capacity Assessment/Best Interests process to use sedation and physical interventions, as all other options had been exhausted
- supporting dental treatment

- mediating with neighbours, related to excess noise from an individual within the home and numerous complaints from the neighbour, which involved other agencies.

Staff feel Hayley takes the lead with these situations and strives to get the best possible outcome for everyone.

One person using the service said, “I think she is a good manager, she listens to me. She understands what I need when I am upset, and she comes and speaks to me and it makes me feel better. Hayley treats us all the same, she is fair.”

Rebecca Jeffreys, Registered Manager, Bridgwater Court, Community Therapeutic Services

Rebecca has enabled and supported her staff team to grow and develop into a highly skilled team.

She takes time to talk with her team and allows them to actively get involved in the decision making and running of the home which enables a whole team approach. Rebecca spends time on a daily basis with the individuals who use the service, continually seeking feedback from them and their families to ensure that each individual feels safe in their home and are able to actively participate and voice their wishes and preferences.

She advocates on behalf of people who use the service and, where appropriate, has challenged external professionals to ensure that individuals are safeguarded and that their human rights are protected. Rebecca has

demonstrated that she has an effective approach to supporting individuals to reach their personal goals as well as improving emotional and physical wellbeing.

- One service user has said "Becky supported and encouraged me to manage my own finances, which I have never been able to do before. I have been able to decorate my flat to my own personal choice. I now feel like I'm an adult."
- Rebecca has spent the last year working with key workers in developing their relationship with the families of people using services through sending a monthly update. Parents have said this makes them feel as if they are still involved in their sons' and daughters' lives.

Rosie Broomer, Registered Team Manager, Surrey County Council

Rosie Broomer joined Surrey County Council in 1980 when she started her career working in a long stay hospital in Surrey. Rosie worked with the people who had lived there for a number of years in order for them to successfully move into more suitable accommodation.

Rosie soon became the registered manager for a service for people with learning disabilities, which includes both long-term support and a busy short break house offering breaks throughout the year for 45 people.

Rosie is an experienced manager with strong leadership skills, who consistently maintains a high standard of service. This is demonstrated by the feedback received about the service from various sources. There is a strong person-centred ethos at Mallow Crescent, which values each person as an individual, and Rosie ensures these approaches are embedded within the service.

Rosie promotes an open and positive culture within the service and supports her well-trained staff with a tailored induction programme to ensure that new staff are retained and have the right skills and values.

Recently, with the support of a strong team, she has continued to empower the people who live at Mallow by transferring from a residential care home service into supported living service. This provides the individuals who live there with more security of tenure and continues to enable everyone to have choice and control over their lives.

A quote from the CQC report in March 2017 supports the credentials, skills and values of Rosie, saying: "The service was exceptionally well-led. An experienced registered manager promoted high standards of care and person-centred support for people using the service at Mallow Crescent." The service was rated as outstanding for well-led.

Driving improvement in health and care

Individuals who have made a difference



Supporting

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ADULT SOCIAL CARE SERVICES

Key question: Well-led

Tom Lyons, Managing Director, Black Swan Care Group

Tom joined Black Swan nearly 10 years ago as a Trainee Area Manager. He moved up the promotion ladder to Area Manager, Senior Area Manager, Operations Manager to his current role as Managing Director over two years ago. Tom's rise in the company has coincided with the company's growth from nine to 19 care homes, all of which are rated as either good, good with an outstanding category or outstanding overall.

As the business has grown he has managed to sustain and maintain a feeling of a small family-run business. He has done this by being as hands-on as possible, regularly visiting the care homes to meet with residents, families,

staff, and others, and taking on board their comments, suggestion, issues and complaints.

In each home Tom has implemented a selection panel of residents that are involved in the interview process of not just the new staff members of their home, but also members of the senior management team. Initiatives such as Residents' Voice and Resident Ambassadors, plus senior managers holding the Residents' meeting have all been well received.

Recent initiatives are working with the Charity 'Friend in Deed', which is a social enterprise that creates friendships across generations.

Driving improvement in health and care

Individuals who have made a difference



Supporting

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ADULT SOCIAL CARE SERVICES

Key question: Well-led

Tracy Johnson, Director of Operations, Heathcotes Care

Tracy Johnson started her career in health and social care as a 17-year-old working shifts in a residential home. She progressed from there through a series of different roles to become Director of Operations.

She designed, implemented and continues to develop the company's Quality Assurance toolkit, which is an internal audit process mirroring the CQC inspection methodology. She continuously revisits and redesigns the tool, and now manages a team of auditors who visit services on a monthly basis, carrying out audits against the rigorous standards, and providing action plans to each registered manager to highlight areas for development and improvement. She also oversees the Stakeholder Satisfaction Surveys carried out

on an annual basis, and produces an organisational action plan to ensure that the company are responsive to the feedback received.

This focus on high-quality services has driven the entire culture of the organisation for a number of years. As a result of her audit process, the company has formed a Service Improvement Team. This dedicated group of experienced managers can offer support, guidance and interim management intervention in services that have particular difficulties, or where a manager is new or lacks experience.

The company now has a quality profile of 86% good or outstanding across a portfolio of 62 services.



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