

# Announced Care Inspection Report 10 January 2017



## Triangle Housing Association

**Domiciliary Care Agency/Supported Living**  
**57 Sandown Road, Belfast, BT5 6GU**  
**Tel no: 028 9065 2582**  
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Assurance, Challenge and Improvement in Health and Social Care

## 1.0 Summary

An announced inspection of Triangle Housing Association took place on 10 January 2017 from 9.30 to 16.15.

The inspection sought to assess progress with any issues raised during and since the last care inspection and to determine if the agency was delivering safe, effective and compassionate care and if the service was well led.

### Is care safe?

During the inspection the inspectors found evidence to indicate the delivery of safe care. Examination of the staffing arrangements showed that the agency maintains a provision of appropriately trained and supervised staff who understand the needs of service users. Staff provided feedback that managers are approachable and accessible for consultation at all times.

The arrangements to protect service users include the provision of safeguarding training, a safeguarding policy and procedure which reflect the most up to date regional guidance. The arrangements for the provision of care and support include appropriate involvement of service users, the HSC Trust and relatives. The inspectors found evidence of positive outcomes for service users through a process of person centred assessment, and review of needs, preferences, and risks.

### Is care effective?

During the inspection the agency was found to be competently delivering effective care. The agency has systems in place to ensure an effective response to the assessed needs of service users. Service users and/or their representatives are closely involved in the development of care and support plans which are appropriately reviewed. The agency maintains effective communication with service users, relatives and key stakeholders. The quality monitoring arrangements include consultations with service users, their representatives and the HSC Trust, and provide a thorough system of audit and service improvement. The inspectors received feedback from service users, relatives, HSC Trust professionals and staff, which indicated that service provision had resulted in positive outcomes for service users' lives.

### Is care compassionate?

During the inspection the agency was found to be delivering a high standard of person centred compassionate care.

The inspectors observed interactions between staff and service users and received feedback from service users which indicated that the human rights, choice and respect of service users are upheld through service delivery. There was evidence which indicated that the views and wishes of service users are consistently sought by staff on a day to day basis, in addition to formal processes such as monthly quality monitoring and the annual service user survey. The agency maintains systems to seek the views of service users' representatives and there was evidence of regular involvement of representatives as appropriate.

The inspectors found that compassionate care has enabled service users to enhance the quality of their lives.

## Is the service well led?

During the inspection competent delivery of a well led service was found. Management and governance systems have been effectively implemented by the agency to ensure that the needs of service users are met and quality improvement systems are maintained. Agency staff are aware of their roles, responsibilities and accountability systems within the organisational structure. It was noted that staff have access to a manager who has knowledge of the needs of service users at all times. The inspectors noted evidence of effective team working to the benefit of service users. Constructive working relationships with key stakeholders, including relatives and the HSC Trust, have contributed to positive outcomes achieved with service users.

This inspection was underpinned by the Domiciliary Care Agencies Regulations (Northern Ireland) 2007 and the Domiciliary Care Agencies Minimum Standards 2011.

### 1.1 Inspection outcome

	Requirements	Recommendations
<b>Total number of requirements and recommendations made at this inspection</b>	0	0

This inspection resulted in no requirements or recommendations being made. Findings of the inspection were discussed with the service manager, Amanda Crawford registered manager, and Erin Brown, registered manager of another Triangle Housing Association agency, as part of the inspection process and can be found in the main body of the report.

### 1.2 Actions/enforcement taken following the most recent care inspection

There were no further actions required to be taken following the most recent inspection of 17 December 2015.

### 2.0 Service details

<b>Registered organisation/registered person:</b> Triangle Housing Association Christopher Alexander	<b>Registered manager:</b> Amanda Crawford
<b>Person in charge of the service at the time of inspection:</b> Service manager	<b>Date manager registered:</b> 5 May 2009

### 3.0 Methods/processes

Prior to inspection the following records were analysed:

- Previous inspection report
- Records of notifiable incidents
- Correspondence with RQIA.

During the inspection process the inspectors spoke with the service manager; Amanda Crawford, registered manager for the agency; Erin Brown, a registered manager of another supported living service; two support staff, six service users, two relatives and two HSC Trust professionals. During the inspection the inspectors observed the interactions of staff with service users.

As part of the inspection and at the request of the inspectors, questionnaires were distributed for completion by staff; five were returned. At the request of the inspectors, questionnaires were distributed for completion by service users; four were returned. Comments made on returned questionnaires were discussed with the service manager and registered manager subsequent to the inspection, to the satisfaction of an inspector.

Feedback received by the inspectors during the inspection process is included throughout this report.

The following records were examined during the inspection:

- A range of care and support plans
- A range of HSC Trust assessments of needs and risk assessments
- A range of care review records
- Recording/evaluation of care used by the agency
- Monthly monitoring reports
- Tenant meeting minutes
- Service user evaluation survey results
- Service user newsletter
- Staff meeting minutes
- Records relating to staff training, including induction training
- Records relating to staff supervision
- Complaints records
- Incident records
- Records relating to safeguarding of adults
- Staff rota information
- Staff communication records
- Recruitment policy, 2016
- A range of policies relating to the management of staff
- Supervision policy, 2015
- Induction policy, 2014
- Safeguarding Adults In Need Of Protection policy, 2016
- Restrictive practice policy, 2016

- Use of restrictive practice procedure, 2016
- Management of behaviour which challenges policy, 2016
- Risk management policy, 2015
- Incident policy, 2015
- Whistleblowing policy, 2016
- Statement of Purpose 2014
- Service User Guide 2015.

#### **4.0 The inspection**

Triangle Housing Association, based at 57 Sandown Road, Belfast, is a domiciliary care agency of a supported living type, which provides care to 15 service users over three locations in East Belfast. Service users live in their own homes in single or shared occupancy flats and houses. The inspection was announced to respect the privacy of service users, due to the situation of the registered office in their home.

#### **4.0 The inspection**

##### **4.1 Review of requirements and recommendations from the most recent inspection dated 17/12/2015.**

The most recent inspection of the agency was an announced care inspection on 17 December 2015; there were no requirements or recommendations made as a result of this inspection.

#### **4.2 Is care safe?**

During the inspection staffing arrangements were reviewed by the inspectors. The agency has a recruitment policy in place and a dedicated human resources department oversees the recruitment process, including the completion of appropriate pre-employment checks.

Staff rotas and feedback from staff indicated that sufficient numbers of staff are available to meet the needs of service users at all times, including the provision of one to one time at home or in the community. The inspectors noted that vacant shifts are usually covered by the current staff team, or staff supplied by an employment agency which is also a registered domiciliary care agency; the inspectors were advised that the agency endeavours to use familiar employment agency staff who have previous experience of working at the agency. The inspectors found that staffing arrangements maximise the provision of familiar staff to service users. Staff commented on the flexibility of the staff team to cover shifts in a manner which provides consistency to service users.

It was noted that the agency has an induction policy; the induction programme for support workers includes an initial two week period of shadowing experienced staff, and five days of training within the first twelve weeks. The agency has an appropriate induction procedure and support mechanisms in place for staff working on a temporary basis; the inspectors reviewed records completed in accordance with agency procedures.

The inspectors noted that the agency has reviewed the induction procedure to incorporate the Northern Ireland Social Care Council (NISCC) induction workbook as a key document for use

by staff and managers in guiding the induction process and performance review. The inspectors were advised that the majority of support staff are registered with NISCC and that this is now a requirement of recruitment with the agency.

Records of training and staff feedback indicated that staff attend a range of training necessary to meet the needs of service users. Triangle Housing Association has a system of requiring staff to complete competency assessments subsequent to key training events to ensure that learning objectives have been met, and to identify future learning needs.

The inspectors received feedback from the service manager and from staff which indicated that the agency is committed to the ongoing development of staff through the provision of quality training and development. The service manager advised the inspectors that staff are currently working with specialist HSC Trust professionals to develop care provision specific to the needs an individual service user. Staff commented that input from specialist HSC professionals would help support staff to improve communication with all service users.

Staff provided positive feedback regarding the quality of training:

- 'Training is brilliant.'
- 'Training definitely meets ours and the tenants' needs.'
- 'It's really good.'
- 'I feel like my training is appropriate for me to provide a well-rounded level of care.'

Examination of records indicated that a system to ensure that staff supervision and appraisals are planned and completed in accordance with the agency's policy has been maintained. It was noted that the agency maintains robust systems to assess the competency of staff, particularly in relation to administering medication and handling service users' finances. The service manager described how the agency trains new staff to manage medicines during the probationary period; this includes a series of medication competency practice assessments which take place when the staff member is sufficiently confident. Annual finance and medication competency assessments viewed by inspectors included comprehensive written questions and a series of observations of practice by a manager.

There was evidence of systems of informal supervision and consultation at all times from a service manager or team leader, backed up by a senior manager who has a working knowledge of the service and service users. An effective on call system ensures that staff can avail of management support twenty four hours a day. The inspectors received staff feedback which indicated that staff are aware of their obligations in relation to raising concerns about poor practice, and are confident of an appropriate management response.

The agency's provision for the welfare, care and protection of service users was examined by the inspectors. The inspectors viewed a policy maintained by the agency in relation to the safeguarding of adults (2016) in accordance with the regional guidance 'Adult Safeguarding Prevention and Protection in Partnership' July 2015. The inspectors received feedback from staff and examined documentation which indicated that safeguarding training provided by the agency includes the regional guidance.

Staff informed the inspectors that adult safeguarding training was included in their induction programme; this was confirmed by records reviewed by inspectors. The training manager for Triangle Housing Association delivers safeguarding training and has been appointed as the agency's safeguarding champion.

The inspectors examined documentation relating to a safeguarding referral made to the HSC Trust and discussed the agency's implementation of appropriate protection plans as agreed with the Trust. Staff provided feedback regarding partnership working with the HSC Trust, including amendment of plans. Staff commented that they felt listened to by HSC Trust professionals.

The inspectors examined the safety of the agency's arrangements to identify and manage risk to service users. Documentary evidence and discussion with staff indicated that referral information and risk assessments are completed by the HSC Trust. Care plans and 'Be Safe' plans reviewed by the inspectors reflected risk assessments supplied by the HSC Trust.

Reports of review meetings with the HSC Trust, annually or as required, involving service users, family as appropriate, and agency staff, were present in service users' files. Review reports included consideration of a range of matters including risk factors and management plans. The inspectors noted that agency care plans had been updated to reflect changes agreed at review meetings with the HSC Trust.

The inspectors found that care and support plans are formally reviewed with service users on a six monthly basis, and that monthly reviews between service user and keyworker can highlight changes which result in amendments to care plans.

Agency staff provided feedback which indicated that they had an understanding of the management of risk, and an ability to balance risk with the wishes and human rights of individual service users. It was evident from discussion with staff and review of records in respect of service users, that the agency is open to person centred positive risk taking and is able to work collaboratively with professionals to maximise independence of service users and manage potential risk.

#### **Service users' comments:**

- '100% safe'
- 'Staff cope well with service users' safeness.'
- Of questionnaires returned by staff, three indicated they were 'very satisfied' that care was safe, and two were 'satisfied'. Of questionnaires returned by service users, two indicated they were 'very satisfied' that care was safe, and two were 'satisfied'.

#### **Areas for improvement**

No areas for improvement were identified during the inspection.

<b>Number of requirements</b>	0	<b>Number of recommendations</b>	0
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### 4.3 Is care effective?

The agency's arrangements for appropriately assessing and meeting the needs of people who use the service were examined during the inspection. The full nature and range of service provision is laid out in the Statement of Purpose 2014 and Service User Guide 2015.

The inspectors reviewed a range of service users' care and support plans. The inspectors were informed by staff that person centred care plans are developed with service users and/or their representatives in conjunction with relevant assessments provided by the HSC Trust multi-disciplinary team. Examination of a range of care and support plans indicated that information from HSC Trust assessments is incorporated accurately into care and support plans. Feedback received by the inspectors from staff indicated that service users have a genuine influence on the content of their care plans.

Care and support plans reviewed by the inspectors had a strong person centred focus, were up to date, and clearly detailed service users' needs and how they wished these to be met.

Staff commented on how they develop the service user's care plan:

- 'It depends on the individual, we sit with \*\*\*\*, read it out to them.'
- 'You use appropriate language.'

Service users and staff provided feedback to the inspectors which indicated that the provision of care and support by the agency had resulted in positive outcomes for service users. Service user described their involvement in a range of activities and interests which are facilitated by staff support, these included: employment opportunities, holidays, sporting events, concerts, cinema and eating out.

Records examined by the inspectors indicated that care and support plans are regularly evaluated and reviewed, including involvement as appropriate with service users, representatives and the HSC Trust. Staff described service users as actively involved in the review of care and support plans, which take place on a monthly basis with their key worker; this was supported by records maintained and signed by service users. Staff commented: 'We are constantly updating if things change in (the service users') needs.'

Discussion with the service manager and support staff, and documentation maintained in respect of service users indicated that reviews with the HSC Trust have taken place annually or when required. Records showed that service users are involved in a preparation for review meeting with their key worker.

The agency has developed and maintained a thorough quality monitoring system to oversee, audit and review the effectiveness and quality of care delivered to service users. Monthly quality monitoring is undertaken by managers who have a good working knowledge of the service. The quality monitoring system provides a thorough standard of monitoring in accordance with RQIA guidance. Quality monitoring reports included consultation with a range of service users, staff, relatives as appropriate and HSC Trust professionals, and progress on improvement matters. The inspectors noted that quality monitoring reports documented positive feedback from HSC Trust professionals: 'I have no worries or concerns', 'all safeguarding recommendations are being adhered to'.



The agency's systems to promote effective communication between service users, staff and other key stakeholders were assessed during the inspection. Communications systems maintained by the agency provided evidence of effective communication with service users and their representatives, including a complaints and compliments process, tenant meetings, quality monitoring reports, and monthly care plan reviews between keyworker and service user. Tenant meeting minutes reflected communication with service users on a range of issues, including staffing arrangements and service user involvement.

During the inspection inspectors observed staff interactions with service users and noted that service users appeared to enjoy positive relationships with staff. In addition to formal methods, discussion with service users and staff indicated that effective communication happens on a routine daily basis as staff interact with service user and make themselves available for discussion. Staff described how they have learnt to communicate effectively with service users who have communication needs. During the inspection, staff facilitated the inspectors' communication with service users. Relatives commented that they have good working relationships with staff, including appropriate communication.

The agency maintains communication systems to ensure that staff receive information relevant to the care and support of service users. Staff described effective verbal and written communication systems within the agency, including the use of delegation sheets, diary and daily verbal handovers. It was noted that staff meeting minutes recorded the discussion of information regarding service users and a range of relevant issues including guidance provided by HSC Trust professionals. Staff meeting minutes included preparation for staff regarding RQIA inspections; the inspectors noted that staff were able to confidently participate in the inspection process.

Staff comments on the staff group:

- 'There is good teamwork.'
- 'The staff are very positive.'
- 'We go above and beyond our job role.'
- 'We remind each other...there is good communication.'

Examination of documentation and discussion with staff indicated that the agency promotes good working relationships with the HSC Trust and refers to or consults with a range of appropriate professionals when relevant. The inspectors noted that the agency has collaborated effectively with a range of professionals in relation to managing complex situations involving the well-being and safety of service users. The inspectors received positive feedback from HSC Trust professionals regarding the willingness of staff to learn and develop effective communication with service users. Staff provided feedback to inspectors which indicated how they valued the intervention of specialist HSC Trust professionals.

Of questionnaires returned by staff, five indicated they were 'satisfied' that care was effective. Of questionnaires returned by service users, four indicated they were 'satisfied' that care was effective.

### Areas for improvement

No areas for improvement were identified during the inspection.

<b>Number of requirements</b>	0	<b>Number of recommendations</b>	0
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#### 4.4 Is care compassionate?

The inspection sought to assess the agency's ability to treat service users with dignity and respect, and to fully involve service users/their representatives in decisions affecting their care and support. The inspectors found that an ethos of dignity and respect, independence, rights, equality and diversity was reflected throughout staff attitudes and the delivery of the service. HSC Trust professionals who provided feedback described agency staff as 'open minded', 'willing to reflect' and 'keen'.

The inspectors received information which indicated that staff advocate firmly on behalf of service users, for example, in the area of supporting service users to make a complaint.

Discussion with staff and observation of their interactions with service users during the inspection showed that staff understand and respect the differing needs and wishes of service users. The inspectors observed that the language and behaviour of staff promoted the independence and choice of service users throughout their interactions with service users.

Staff commented:

- 'It is their choice.'
- 'If they (service users) don't want to do anything, they will let you know.'
- 'We work with tenants for the same goal.'

The inspectors were invited to visit some service users in their own homes. The interests of service users were reflected throughout their homes, including sports interests, travel, hobbies, and family photographs. Feedback from staff indicated that they have developed knowledge of individual service users through careful observation and interaction over time. The inspectors noted that staff have made particular efforts to facilitate service users to achieve goals, engage in activities of their choice such as holidays and shopping trips, and purchase items they wished to obtain.

During the inspection process, staff facilitated the inspectors in communication with service users. Inspectors noted that staff had an in-depth knowledge of individual service users which enabled them to ascertain and respond to the wishes of service users in an imaginative manner. Staff described how they implemented advice from HSC Trust professionals to improve communication with service users, using appropriate pictorial guides and prompts. Inspectors noted that in accordance with the wishes of service users, family relationships have been respected and contact with family members facilitated. A relative commented on how welcomed they felt by staff when visiting the agency.

It was evident from discussion with staff, relatives, service users and HSC Trust professionals, that the agency promotes the independence, equality and diversity of service users. Service users are encouraged and facilitated to participate in activities in the local and wider community, with appropriate staff support. Throughout conversation with service users during the inspection, the inspectors found that service users are involved in making plans for future activities such as holidays, leisure activities, and attending events. A relative commented on the improvement of service provision over a period of time, and the positive benefit for their relative.

The inspectors noted that service users' care plans were very person centred specific to the individual, with the inclusion of pictorial guides which reflected service users' wishes or needs. The likes and dislikes of each service user were noted in detail in their file, alongside information about preferred means of communication and delivery of care. Some service users had individual pictorial guides in their homes.

The inspectors noted that service users are encouraged to develop their independence inside and outside of their own homes for example, involvement in employment opportunities; shopping for food; travel.

Discussion with service users and observations during the day of inspection indicated that service users are fully involved in day to day decisions and routines. The inspectors observed staff using language and behaving in a manner which encouraged service users to make their own choices. It was evident to the inspectors that service users had individual plans and goals, which the agency staff were enabling them to progress.

The views of service users are recorded through the minutes of tenants' meetings. The inspectors noted that the views of service users and service user involvement are included as standing agenda items in each service user meeting. Tenant meeting minutes recorded discussions on a range of matters, including decisions made by service users regarding improving the garden area outside their homes, and group trips.

During the inspection the inspectors noted examples of how service user choice was being upheld by agency staff. For example, service users' preferences of whether or not to meet the inspectors were fully respected. Service users who wished to meet the inspectors were provided with privacy as appropriate, and communication facilitated where need be. The inspectors noted that service users have choice regarding their daily routines; during the inspection a number of service users expressed interest in their plans for the day.

#### **Relatives' comments:**

- 'I have peace of mind, it is good for \*\*\*\* here.'
- 'The staff are dead on, I know who to speak to, they come back to me no problem.'
- '\*\*\*\* gets out more, has space...it's all positive.'

#### **Service user's comments:**

- 'Staff spend more time with me what I like.'

The inspectors noted that the agency actively promotes service user involvement across the wider agency through the Triangle Housing Association Tenants' Advisory Group. The Tenants' Advisory Group which has contributed to the development of a range of information in a suitable format for service users on a range of subjects such as keeping safe, how to make a complaint, and a tenancy agreement. The inspectors were advised that a number of service users plan to attend the upcoming Triangle Housing Association Tenants' Conference. The registered manager of the agency described the participation of service users in an event run by Triangle Housing Association to encourage service user participation to provide suggestions to improve an aspect of the environment at their agency. A group of service users at the agency were successful in their suggestion, which involved presenting their ideas to other service users who voted for their favourite idea.

The agency maintains a range of quality monitoring systems to evaluate the quality of services provided, including monthly quality monitoring reports which specifically ascertain and include the views of service users and their representatives. An inspector examined the report of the annual service user evaluation survey 2016, which reflected a high level of satisfaction amongst service users regarding the care they receive and the manner in which staff treat them.

An inspector was informed that the agency responded to service user feedback in 2015 which directly resulted in changes to the format of the survey in 2016. The agency maintains formal processes to ascertain and respond to the views of relatives, such as monthly quality monitoring, review meetings and a relatives' evening which was held in May 2016.

The inspectors were provided with examples of information provided to service users, such as how to make a complaint, and human rights information.

Of questionnaires returned by staff, four indicated they were 'satisfied' that care was compassionate. Of questionnaires returned by service users, two indicated they were 'very satisfied' that care was compassionate and two were 'satisfied'.

### Areas for improvement

No areas for improvement were identified during the inspection.

<b>Number of requirements</b>	0	<b>Number of recommendations</b>	0
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### 4.6 Is the service well led?

The inspectors examined management and governance systems in place to meet the needs of service users. It was noted that robust systems of management and governance established by Triangle Housing Association have been implemented at the agency. The day to day operation of the agency is overseen by a service manager who is supported by a registered manager. The management structure of the agency is clearly defined and was well understood by staff.

The inspectors saw evidence of a systematic approach to reviewing information with the aim of improving safety and quality of life for service users. This includes the agency's governance of risk which includes appropriate policies and procedures, regular audit of adverse incidents including safeguarding incidents and incidents notifiable to RQIA, and service improvement strategies implemented by the senior management team.

The agency operates a robust training system and has an appointed training manager/safeguarding champion who is available for consultation with staff on training and safeguarding issues. It was noted that senior managers available for consultation out of hours have a working knowledge of the service and are respected by staff. Feedback from staff indicated that they are confident that managers would listen and respond to their concerns.

The agency maintains a comprehensive range of policies and procedures which are reviewed at least every three years. Policies and procedures are maintained on an electronic system accessible to all staff, and paper policies are retained in the office used by staff daily.

The agency maintains and implements a policy relating to complaints and compliments. The inspectors noted that no complaints were received and addressed in accordance with agency procedures during the reporting period of 1 April 2015 to 31 March 2016.

There are effective systems of formal and informal supervision and consultation, both inside and outside of normal working hours. Staff that provided feedback to the inspectors were informed of their responsibilities and understood their roles. Written and verbal guides to daily roles and responsibilities were available to staff on a daily basis. It was noted that staff had been provided with specific information regarding the role of RQIA, inspection guidance issued by RQIA to providers, and their role in the event of an RQIA inspection. Staff could describe how they would respond to concerns about performance of a colleague and knew how to access the whistleblowing policy.

The registered person has worked effectively with RQIA and maintained their roles and responsibilities in accordance with legislation.

Feedback provided to the inspectors indicated that there are effective collaborative working relationships with key stakeholders, including the HSC Trust and families, which are valued by staff. The inspectors noted that the agency had received positive feedback through the quality monitoring report from HSC Trust professionals regarding the ability of the agency staff to work in partnership to meet the needs of service users. It was evident to the inspectors that effective partnership working with Trust professionals has resulted in positive outcomes for service users.

#### **Service users' comments:**

- 'The service is run very well and key worker always gets things sorted out.'
- 'I like \*\*\*\*(service manager) and \*\*\*\*(support staff name).'
- Of questionnaires returned by staff, one indicated they were 'very satisfied' that the service was well led, three were 'satisfied' and one was 'unsatisfied'. Of questionnaires returned by service users, one indicated they were 'very satisfied' that the service was well led and three were 'satisfied'.

#### **Areas for improvement**

No areas for improvement were identified during the inspection.

<b>Number of requirements</b>	0	<b>Number of recommendations</b>	0
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### **5.0 Quality improvement plan**

There were no issues identified during this inspection, and a QIP is neither required, nor included, as part of this inspection report.

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of RQIA during the course of this inspection. The findings contained within this report do not exempt the registered provider from their responsibility for maintaining compliance with the regulations and standards.



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