

# Announced Care Inspection Report 22 August 2018



## The Heathers Supported Living Service Armagh

**Type of Service: Domiciliary Care Agency**  
**Address: 39 Ballynahonemore Road, Armagh, BT60 1JD**  
**Tel No: 02837522209**  
**Inspector: Jim McBride**

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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 service from their responsibility for maintaining compliance with legislation, standards and best practice.

## 1.0 What we look for



## 2.0 Profile of service

The Heathers is a supported living type domiciliary care agency based in Armagh. The agency provides a range of personal care and supported housing services to individuals with a learning disability; service users have their care commissioned by the local Trust (Southern Health and Social Care Trust) and the Belfast Health and Social Care Trust.

At the time of the inspection there were 21 individuals in receipt of a service.

### 3.0 Service details

<b>Organisation/Registered Provider:</b> Inspire Disability Services	<b>Registered Manager:</b> Susan Margaret McBride
<b>Responsible Individual:</b> Louise Anne Smith	
<b>Person in charge at the time of inspection:</b> Deputy manager	<b>Date manager registered:</b> 7 August 2015

### 4.0 Inspection summary

An unannounced inspection took place on 22 August 2018 from 09.30 to 14.30.

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

The inspection assessed progress since the last care inspection and to determine if the establishment was delivering safe, effective and compassionate care and if the service was well led. Evidence of good practice was found in relation to:

- staff training
- staff recruitment
- service user consultation
- the provision of compassionate care and governance arrangements

#### Areas for improvement:

The Statement of Purpose and service User Guide for the service were reviewed and revised by the provider in 2018. However, the documents did not clearly describe the nature and range of the services provided, whilst not addressing all of the matters required by regulation 5 (1) of the Domiciliary Care Agencies Regulations (Northern Ireland) 2007. Two areas for improvement have been identified.

#### Staff comments:

- “Safeguarding is paramount within the service to ensure safety.”
- “My induction was excellent and I was well supported by other staff.”
- “I can apply what I have learnt during training to my everyday work.”
- “Supervision is one to one and the managers’ are excellent”
- “I have no concerns about the care and support of service users.”

- “All tenants are treated individually as per their care and support plans.”
- “The manager and seniors have an open door policy and are all approachable.”
- “We have a great care staff team here.”

**Service users’ comments:**

- “I have all the independence I need here.”
- “Staff help me to keep in touch with my family.”
- “I feel safe and secure in my own home.”
- “I get on well with other tenants.”
- “Staff are great and treat me well.”
- “One to one with staff is great and I do so much and feel well supported.”

The findings of this report will provide the agency with the necessary information to assist them to fulfil their responsibilities, enhance practice and service users’ experience.

**4.1 Inspection outcome**

	Regulations	Standards
<b>Total number of areas for improvement</b>	2	0

Details of the Quality Improvement Plan (QIP) were discussed with the Deputy Manager, as part of the inspection process. The timescales for completion commence from the date of inspection.

Enforcement action did not result from the findings of this inspection.

**4.2 Action/enforcement taken following the most recent care inspection dated 14 December 2017**

No further actions were required to be taken following the most recent inspection on 14 December 2017.

**5.0 How we inspect**

Prior to the inspection a range of information relevant to the service was reviewed. This included the following records:

- previous RQIA inspection report
- records of notifiable events
- any correspondence received by RQIA since the previous inspection

Specific methods/processes used in this inspection include the following:

- discussion with the deputy manager
- discussion with staff

- discussion with service users
- examination of records

The following records were viewed during the inspection:

- service users' care records
- monthly quality monitoring reports since January 2018
- staff meeting minutes
- service user meeting records
- staff induction records
- staff training records pertaining to:
  - safeguarding
  - medication
  - restrictive practices
  - person centred planning
  - induction
  - challenging behaviour
  - GDPR
  - deprivation of liberty
  - behaviour support planning
- records relating to staff supervision
- staff rota information
- safeguarding policy (2017)
- confidentiality policy (2018)
- whistleblowing policy (2018)
- data records policy (2017)
- risk management policy (2017)
- complaints policy (2018)
- statement of purpose (2018)
- service user guide (2018)

During the inspection the inspector met with the deputy manager and a range of care staff and had the opportunity to meet with service users. Their comments have been added to this report.

At the conclusion of the inspection a poster was left with the manager to encourage staff to contact RQIA via Survey Monkey to provide their views on the quality of this service. At the time of writing this report eleven staff responses had been returned to RQIA via Survey Monkey.

Staff survey results show that staff were satisfied or very satisfied when asked the following:

- Do you feel satisfied that service users, are safe and protected from harm?
- Do you feel satisfied that all service users are treated with compassion?
- Do you feel satisfied that care delivered to service users is effective?
- Do you feel that the service is managed well?

**Staff comments from survey:**

- “Very happy to work at The Heathers”
- “Relationships have developed within the service both with the local Trusts, next of kin and staff. Information within the service is open and transparent on a need to know basis”

The inspector also asked the manager to distribute ten questionnaires to tenant’s. Six service user questionnaires were returned.

Comments: “I’m happy to have someone to look after me.”

The inspector requested that the registered manager place a ‘Have we missed you...?’ card in a prominent position in the agency to allow service users, relatives and families who were not available on the day of the inspection to give feedback to RQIA regarding the quality of service provision. At the time of writing this report no responses had been received by RQIA.

The inspector would like to thank the staff and service users for their warm welcome and full co-operation throughout the inspection process.

The findings of the inspection were provided to the person in charge at the conclusion of the inspection.

## **6.0 The inspection**

### **6.1 Review of areas for improvement from the most recent inspection dated 14 December 2017**

The most recent inspection of the agency was an unannounced care inspection.

### **6.2 Review of areas for improvement from the last care inspection dated 14 December 2017**

There were no areas for improvement made as a result of the last care inspection.

## **6.3 Inspection findings**

## 6.4 Is care safe?

### **Avoiding and preventing harm to service users from the care, treatment and support that is intended to help them.**

Staff recruitment is co-ordinated and processed by the organisation's human resources (HR) department. Documentation viewed and discussions with the manager indicated that the agency has in place robust recruitment systems to ensure that staff are not provided for work until required pre-employment checks as outlined within the minimum standards have been satisfactorily completed and verified. The manager could describe the process for obtaining confirmation that staff are available to commence employment.

The agency's training and development policy outlines the induction programme lasting at least three days, which is in accordance with the regulations. Records viewed and discussions with the manager and staff indicated how staff are required to attend corporate induction training and are required to complete an induction competency workbook. Staff are required to shadow other experienced staff employed by the agency for approximately two weeks during induction. This was confirmed by the staff interviewed. The staff are provided with a staff handbook and have access to the agency's policies and procedures online.

The agency retains a record of the induction programme provided to staff; documentation viewed by the inspector contained details of the information provided during the induction period and learning outcomes achieved by staff. The manager is required to sign all records to confirm that the staff member has been deemed competent at the end of the probationary period.

Discussions with the manager and staff indicated that the agency endeavours to ensure that there is at all times an appropriate number of skilled and experienced persons available to meet the assessed needs of the individual service users.

The agency's staff rota information viewed by the inspector reflected staffing levels as described by the manager; the rotas denoted the person in charge on each shift. The inspector viewed rota information for weeks ending: 12 August 2018, 19 August 2018 and 23 August 2018, the records in place were satisfactory.

The agency's supervision and appraisal policies outline the timescales and processes to be followed. The inspector noted from documentation viewed that the agency provides staff with a supervision contract and maintains a record of individual staff supervision and appraisal. Records viewed by the inspector indicated that staff are provided with supervision and appraisal in accordance with the agency's policies and procedures.

It was identified that the agency maintains an individual record for all staff detailing dates of competency assessments, training completed and details of registration status with relevant regulatory bodies such as Northern Ireland Social Care Council (NISCC).

The agency has an electronic system in place for managing staff training; the manager could describe the process for identifying gaps in training in conjunction with the organisations training department. Staff are required to complete mandatory training and in addition a range of training specific to the needs of individual service users. Training

provided to staff is a combination of classroom based and E Learning. A system is in place to review staff mandatory training and update training as required.

There was evidence that staff have attended training additional to that stated in the Minimum Standards e.g. Deprivation of liberty and Behaviour support planning.

The inspector reviewed the agency's provision for the welfare, care and protection of service users. The person in charge could describe the agency's response to the DHSSPS regional policy 'Adult Safeguarding Prevention and Protection in Partnership' July 2015. The agency has updated their policy and procedures to reflect information contained within the policy. The organisation has identified an Adult Safeguarding Champion (ASC); the staff could describe their key areas of responsibility. The agency's policy and procedures clearly detail the process for staff on reporting concerns.

Staff demonstrated a clear understanding of safeguarding issues; and could clearly describe the procedure to be followed which is in accordance with the agency's policy and procedures.

Training records viewed by the inspector indicated that staff had received training in relation to safeguarding. From training records viewed staff are required to complete safeguarding training during their induction programme, an online update annually and a classroom based update two yearly.

During the inspection the inspector reviewed the agency's arrangements for identifying, managing and where possible eliminating unnecessary risk to service users health, welfare and safety. The agency's risk management policy outlines the procedure for assessing and reviewing risk; it details that comprehensive risk assessment and safety management plans are required to be completed in conjunction with service users. Service users are supported to participate in a six monthly review involving their HSC Trust keyworker and that care and support plans are reviewed six monthly or as required. The inspector noted some of the comments made by service user during their reviews:

- "I can contact my keyworker if I have any concerns or worries."
- "Staff support me with activities."
- "I like the staff support."
- "I enjoy attending the service users' forum."
- "I enjoy living in my home; I have a good relationship with my other tenant."

A number of service users have more frequent reviews in conjunction with their identified HSC Trust representative due to the nature of their individual needs. The inspector viewed a range of risk assessments in place relating to individual service users; it was identified that the monthly review arrangements include an audit of risk assessments and any practices deemed to be restrictive.

Six returned questionnaires from service users indicated that safe service meant:

- there are enough staff to help you
- you feel protected and free from harm
- you can talk to staff if you have concerns



## Areas of good practice

There were examples of good practice identified throughout the inspection in relation to: Recruitment, induction, training, supervision, appraisal and adult safeguarding.

## Areas for improvement

No areas for improvement were identified during the inspection.

	Regulations	Standards
<b>Total number of areas for improvement</b>	0	0

### 6.5 Is care effective?

**The right care, at the right time in the right place with the best outcome.**

The agency's data retention policy details the procedures for the creation, storage, retention and disposal of records. The inspector noted that records viewed during the inspection were maintained in accordance with legislation, standards and the organisational policy. It was identified that records are retained securely. Staff records indicated that they had received training relating to record keeping, confidentiality and data protection. On the day of inspection the agency's staff personnel and service users' records were retained securely and in an organised manner.

The manager and staff could describe how service users are encouraged and supported to be fully involved in the completion of individual risk assessments and development of their care plans. During the inspection the inspector viewed a number of service user care records; staff record daily the care and support provided and that the views and choices of service users are reflected.

Discussions with the manager indicated that there are arrangements in place to monitor, audit and review the effectiveness and quality of care delivered to service users. The inspector identified that monthly quality monitoring visits are completed by a range of service managers and assistant directors and an action plan is developed if required.

The monitoring officer has ensured that each quality monthly monitoring report includes an effective level of detail of the findings during the visit. The inspector noted some of the comments from service users, staff and relatives:

#### Service user comments:

- "I'm happy with the staff support."
- "I have settled well."
- "I'm happy living here."

#### Staff comments:

- “Management are approachable and supportive.”
- “I’m learning and developing in my role.”
- “The team work well together.”

**Relatives’ comments:**

- “Staff keep me updated and are good with \*\*\*\*\*.”
- “I’m happy with the standard of care.”
- “It has provided a better quality of life.”

The inspector noted some of the compliments received from HSC Trust professionals and relatives:

- “A good person centered approach managing sensitive information.”
- “Staff support is excellent for \*\*\*\*\* and \*\*\* behaviours.”
- “Excellent staff team in the Heathers, they are always helpful, polite and welcoming.”
- “This has been the best placement for my \*\*\*\*\* this means a lot to the family.”
- “Staff have a great knowledge of \*\*\*\*\* and are able to motivate \*\*\* to participate in activities.”

The inspector viewed records of quality monitoring visits and noted that there is evidence that the system is effective. The records includes details of the review of accidents, incidents or safeguarding concerns and in addition details of the review of staffing arrangements, documentation, finance and training.

The manager could describe a range of ways in which the agency seeks to maintain effective working relationships with relatives, HSC Trust representatives and other stakeholders.

Discussions with the manager and staff and observations made during the inspection indicated that the agency has systems to promote effective communication between service users, staff and other key stakeholders.

Tenant and staff meetings are facilitated within the agency staff are required to sign the minutes of meetings to indicate that they have read and understood the matters discussed and the information provided.

The inspector noted some of the areas discussed during tenant and staff meetings:

**Tenants meetings:**

- Privacy
- Boundaries
- Events
- Staff
- New tenants
- Activities

**Staff meetings:**

Staffing  
 Spot checks  
 Risk assessment  
 NISCC  
 Supervision  
 Service user updates

Six returned questionnaires from service users indicated that effective service meant:

- you get the right care, at the right time in the right place
- the staff knew their care needs
- you are kept aware of your care plans
- your care meets your expectations

**Areas of good practice**

There were examples of good practice identified throughout the inspection in relation to communication between service users, agency staff and other relevant stakeholders.

**Areas for improvement**

No areas for improvement were identified during the inspection.

	Regulations	Standards
<b>Total number of areas for improvement</b>	0	0

**6.6 Is care compassionate?**

**Service users are treated with dignity and respect and should be fully involved in decisions affecting their treatment, care and support.**

Discussions with the manager and staff and observations made by the inspector indicated that the promotion of values such as choice, dignity and respect were embedded in the culture and ethos of the organisation. The manager could describe examples of how staff support service users to take positive risks to enable them to live a more fulfilling life. Staff have been provided with training and information in relation to human rights and confidentiality during their induction programme. The agency has provided service users with information relating to human rights, advocacy and adult safeguarding.

Processes to effectively engage and respond to the comments and views of service users and where appropriate their representatives are maintained through the agency’s complaints process, one to one meetings with service users, monthly quality monitoring visits, six monthly care review meetings involving HSC Trust keyworkers, stakeholder and service user meetings.

Positive feedback was received from the annual customer satisfaction survey completed by the agency. The inspector highlighted the areas that service users had the opportunity to comment on:

- Staff support me to ensure my house looks well inside and out and everything is in working order.
- I am happy with my house and the support and care I receive.
- I feel safe in my own home and where I live.
- I can understand the information given to me. It is easy to read or in another format.
- Staff ask me about what is important to me and what I like.
- Staff talk to me about changes within Inspire or within my own service.
- Staff treat me fairly and with respect.
- Staff talk to me when something is bothering me and staff support me to make a complaint when I need to.
- Staff support me to attend activities in my local area.
- Staff support me to do the things I want to do on my own.

**Comments received:**

- “I like living in the Heathers I don’t think anything could make it better.”
- “No issues I’m happy with everything a present.”
- “No issues happy with the service.”

Six returned questionnaires from service users indicated that compassionate care meant:

- staff treat you with kindness
- staff ensure you are respected and that your privacy and dignity is maintained
- staff inform you about your care
- staff support you to make decisions about your care

**Areas of good practice**

There were examples of good practice identified throughout the inspection in relation to the provision of individualised compassionate care and the effective engagement of service users.

**Areas for improvement**

No areas for improvement were identified during the inspection.

	Regulations	Standards
<b>Total number of areas for improvement</b>	0	0

## 6.7 Is the service well led?

**Effective leadership, management and governance which creates a culture focused on the needs and experience of service users in order to deliver safe, effective and compassionate care.**

A range of policies viewed by the inspector were noted to have been reviewed and updated in accordance with timescales outlined within the minimum standards.

The agency's complaints policy clearly outlines the procedures and timescales for managing complaints. Staff stated that they had received training in relation to complaints management during their induction; discussions with the manager indicated that staff have a clear understanding of the actions to be taken in the event of a complaint being received.

It was identified from records viewed that the agency has received two complaints since the previous inspection. These were resolved satisfactorily.

There are management and governance systems in place within the agency to promote and drive quality improvement.

Discussions with the manager indicated that the agency's governance arrangements promote the identification and management of risk; these include provision of and review of relevant policies and procedures, monthly audit of compliments and complaints, accidents, safeguarding referrals, staffing arrangements and incidents notifiable to RQIA.

During the inspection the inspector viewed records that evidenced staff receive appropriate staff induction, training, supervision and appraisal.

The manager could describe the benefits of continually reviewing the quality of the services provided in identifying areas for improvement and highlighting good practice.

The inspector identified from records viewed and discussion with agency staff that the agency has processes in place to encourage and achieve effective collaborative working relationships with relevant stakeholders.

The inspector discussed arrangements in place that relate to the equality of opportunity for service users and the importance of the staff being aware of equality legislation whilst recognising and responding to the diverse needs of service users.

The inspector noted that the agency collects equality information in relation to service users, during the referral process.

The data is used effectively and with individual service user involvement when an individual person centred care and support plan is developed. The manager was able to discuss the ways in which staff development and training enables staff to engage with a diverse range of service users.

Discussions with the manager highlighted evidence that supports tenants' equal opportunities, regardless of their abilities, their background or their lifestyle. Some of the areas of equality awareness identified during the inspection include:

- effective communication
- service user involvement
- safeguarding
- advocacy
- equal care and support
- individual person centred care
- individual risk assessment
- disability awareness

The agency's commitment to equality and individual person centred care is an area of positive practice and is to be commended.

The organisational and management structure of the agency is outlined in the Statement of Purpose; it details lines of accountability.

The Statement of Purpose and service User Guide for the service were reviewed and revised by the provider in 2018. However' the documents do not clearly describe the nature and range of the services provided and do not address all of the matters required by regulation 5 (1) schedule (1) of the Domiciliary Care Agencies Regulations (Northern Ireland) 2007. Two areas for improvement have been identified.

On the day of the inspection it was noted that there were a number of restrictive practices in place and restrictive practices implemented were of the least restrictive nature considered necessary in conjunction with the HSC Trust these are reviewed and evaluated regularly.

The manager stated that all staff are required to be registered with the Northern Ireland social Care Council (NISCC) or other regulatory bodies as appropriate; it was noted that the agency's policy details the procedure for managing this process. The agency retains a list of staff registration details and expiry dates; a record is also maintained by the human resource department. Records viewed by the inspector indicate that staff are registered appropriately.

The registered person has worked effectively with RQIA to operate and lead the organisation in maintaining compliance with Regulations and Minimum Standards.

Six returned questionnaires from service users indicated that a well led service meant:

- you always know who is in charge at any time
- you feel the service is well managed
- your views are sought about your care and the quality of the service
- you know how to make a complaint

### **Areas of good practice**

There were examples of good practice identified throughout the inspection in relation to the agency's management and governance arrangements and incidents.

## Areas for improvement

The Statement of Purpose and service User Guide require to be updated to ensure the documents include all of the matters required by regulation 5 (1) of the Domiciliary Care Agencies Regulations (Northern Ireland) 2007.

	Regulations	Standards
<b>Total number of areas for improvement</b>	2	0

### 7.0 Quality improvement plan

Areas for improvement identified during this inspection are detailed in the QIP. Details of the QIP were discussed with the Deputy Manager, as part of the inspection process. The timescales commence from the date of inspection.

The registered provider/manager should note that if the action outlined in the QIP is not taken to comply with regulations and standards this may lead to further enforcement action including possible prosecution for offences. It is the responsibility of the registered provider to ensure that all areas for improvement identified within the QIP are addressed within the specified timescales.

Matters to be addressed as a result of this inspection are set in the context of the current registration of the agency. The registration is not transferable so that in the event of any future application to alter, extend or to sell the premises RQIA would apply standards current at the time of that application.

### 7.1 Areas for improvement

Areas for improvement have been identified where action is required to ensure compliance with the Domiciliary Care Agencies Regulations (Northern Ireland) 2007 and/or the Domiciliary Care Agencies Minimum Standards, 2011.

### 7.2 Actions to be taken by the service

The QIP should be completed and detail the actions taken to address the areas for improvement identified. The registered provider should confirm that these actions have been completed and return the completed QIP via Web Portal for assessment by the inspector.

## Quality Improvement Plan

### Action required to ensure compliance with The Domiciliary Care Agencies Regulations (Northern Ireland) 2007

<p><b>Area for improvement 1</b></p> <p><b>Ref:</b> Regulation 5.1.Schedule (1) &amp; 5.2</p> <p><b>Stated:</b> First time</p> <p><b>To be completed by:</b> From the inspection date</p>	<p>The registered person shall compile in relation to the agency a written statement (in these Regulations referred to as “the statement of purpose”) which shall consist of a statement as to the matters listed in Schedule 1.</p> <p>The registered person shall supply a copy of the statement of purpose to the Regulation and Improvement Authority and shall make a copy of it available on request for inspection at the agency premises by every service user and the service user’s representative.</p> <p>Ref: 6.7</p> <p>This area for improvement relates to the current statement of purpose that is required to describe the full nature and range of services provided.</p>
	<p><b>Response by registered person detailing the actions taken:</b></p> <p>A written statement has been completed and has been included within The Heathers Statement of Purpose.This statement details the full nature and range of services provided as per requirement of Regulation 5 (1) of Domiciliary Care Agencies Regulations NI (2007) A copy of the Statement of purpose ismade available within the service for Inspection by service users and service users representative. A copy of the Statement of purpose has been uploaded onto RQIA Portal.</p>



<p><b>Area for improvement 2</b></p> <p><b>Ref:</b> Regulation 6.1 (a) &amp; 6.2</p> <p><b>Stated:</b> First time</p> <p><b>To be completed by:</b> From the inspection date.</p>	<p>The registered person shall produce a written service user’s guide which shall include a summary of the statement of purpose.</p> <p>The registered person shall supply a copy of the service user’s guide to the Regulation and Improvement Authority and every service user and, upon request, to the service user’s representative.</p> <p>Ref: 6.7</p> <hr/> <p><b>Response by registered person detailing the actions taken:</b></p> <p>The Service Users Guide within the service includes a summary of the Statement of purpose and has been shared with every service user living within the Heathers. The Service User Guide will also be made available upon request to the service users representative. A copy of the Service User Guide has been uploaded onto RQIA Portal.</p>
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*\*Please ensure this document is completed in full and returned via Web Portal\**



The **Regulation** and  
**Quality Improvement**  
Authority

The Regulation and Quality Improvement Authority  
9th Floor  
Riverside Tower  
5 Lanyon Place  
BELFAST  
BT1 3BT

**Tel** 028 9536 1111  
**Email** [info@rqia.org.uk](mailto:info@rqia.org.uk)  
**Web** [www.rqia.org.uk](http://www.rqia.org.uk)  
 [@RQIANews](https://twitter.com/RQIANews)

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