

Belong Limited

# Belong Crewe Care Village

## Inspection report

Brookhouse Drive  
Crewe  
Cheshire  
CW2 6NA

Tel: 01270561200  
Website: [www.clsgroup.org.uk](http://www.clsgroup.org.uk)

Date of inspection visit:  
24 July 2017  
27 July 2017

Date of publication:  
13 November 2017

### Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Outstanding 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

# Summary of findings

## Overall summary

This inspection took place on 24 and 27 July 2017 and was unannounced.

Belong Crewe care village provides accommodation for up to 66 people who require nursing or personal care. At this inspection 65 people were living there some of whom were living with dementia. There were six separate households over three floors. These households were named Britannia, Coronation, Duke, Jubilee, Patriot and Royal Scott. Individual households were named after famous trains which built on the links to the Crewe railway network.

Belong Crewe was previously rated as good following our inspection on 7 September 2015. This rating was displayed in the reception area and also on the provider's website.

At this inspection we found the service was overall outstanding.

A registered manager was in post and present during our inspection. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

People received excellent care from a staff team which was highly skilled, trained and motivated. The provider supported staff champions within the service who actively supported people to ensure they experienced good healthcare outcomes in areas such as dementia. Staff members had individualised development plans which capitalised on their skills to provide effective care for people. Staff members were actively encouraged by the provider to develop their professional skills and knowledge.

People were supported with links with health and social care services which were excellent. Where people had complex and continued health needs staff sought to improve their care, treatment and support by identifying and implementing best practice. People benefited from receiving support in a place best suited to meet their physical and emotional needs. Belong Crewe had achieved recognised accreditation in a number of schemes including dementia and end of life.

People received support from staff who had an excellent understanding of their social and cultural diversity, values and beliefs that may have influenced their decisions on how they want to receive care, treatment and support.

People had positive and empowering relationships with those they lived with and those who supported them. People received emotional support and took strength from those around them. People were encouraged to further develop relationships that mattered and brought value to their lives.

Staff were excellent in enabling people to remain independent and had an in-depth appreciation of people's individual needs around privacy and dignity.

People's human rights were promoted by staff members who were aware of current guidance and legislation which directed their work. People were involved in decisions about their care and had information they needed in a way they understood.

People were supported to eat and drink sufficient amounts to maintain good health. People's personal likes and preferences were known by the staff who supported them to make informed decisions regarding their diet.

People received support that was flexible and responsive to their individual needs and preferences. Staff and the management team sought creative ways to enable people to live as full a life as possible. People received person-centred care which achieved outstanding results. People took part in social activities, and where appropriate education and work, which was innovative and met people's individual needs, likes and aspirations.

People were safe as staff had been trained and understood how to support people in a way that protected them from danger, harm and abuse. People were supported by enough staff who were available to safely meet their needs.

People had individual assessments of risk associated with their care. Staff knew what to do in order to minimise the potential for harm. The provider had systems in place to address any unsafe staff practice. This included additional training or disciplinary action if needed. The provider followed safe recruitment practices and completed checks on staff before they were allowed to start work.

The provider had an excellent track record of compliance. There was a very strong organisational commitment to developing services for the benefit of people. The provider and management team had a clear and accurate understanding of the service they provided and their aspirations for developing the quality of care people received. They had clear plans for development and improvement and involved community professionals and resources accordingly. They implemented initiatives and demonstrated best care practices by engaging a number of external professionals to expand on people's experiences. The provider undertook regular quality checks in order to drive improvements. The provider engaged people and encouraged feedback in a way that was open and transparent. People felt confident they were listened to and their views were valued.

We judged that the provider had made improvements to improve the quality of treatment and care to people who use the service. This evidence supported our judgement to improve the rating from 'Good' to 'Outstanding' overall during this inspection.

## 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 remained safe.

People were protected as staff had received training and understood how to recognise and report any concerns they had about people's safety or wellbeing. There were enough staff available to safely support people and to meet their needs in a timely way.

When recruiting new staff the provider followed safe recruitment practices. People were supported with their medicines by trained and competent staff members.

Good 

### Is the service effective?

The service was exceptionally effective.

The provider supported staff champions within the service who actively supported people to ensure they experienced good healthcare outcomes in dementia.

The provider's links with health and social care services were excellent. Where people had complex or continued health needs staff always sought to improve their care, treatment and support by identifying and implementing best practice.

The service had achieved recognised accreditation schemes. There was a proactive support system in place for staff that developed their knowledge and skills and motivated them to provide a quality service for people.

People were actively encouraged to make decisions impacting on their care and support and were provided with information in a way they understood. People had their human rights protected by staff members who knew and followed current guidance.

Outstanding 

### Is the service caring?

The service was exceptionally caring.

Staff had an excellent understanding of people's social and cultural diversity, values and beliefs that may influence their decisions on how they want to receive care, treatment and

Outstanding 

support.

People had positive and empowering relationships with those they lived with and those who supported them. As a result of these relationships people received emotional support and took strength from those around them. People were encouraged to further develop relationships that mattered and brought value to their lives.

Staff were exceptional in enabling people to remain independent and had an in-depth appreciation of people's individual needs around privacy and dignity.

### **Is the service responsive?**

The service was exceptionally responsive.

The service was flexible and responsive to people's individual needs and preferences, finding creative ways to enable people to live as full a life as possible. People received person-centred care which achieved exceptional results.

People took part in social activities, and where appropriate education and work, which was innovative and met people's individual needs, likes and aspirations.

People received care and support that was personal to them. People along with their family and friends, were encouraged to develop comprehensive plans which reflected what they wanted to achieve. Their individual needs, likes and personal histories were known by those supporting them.

Staff used innovative and individual ways of involving people so that they feel consulted, empowered, listened to and valued.

**Outstanding** 

### **Is the service well-led?**

The service was very well led.

The provider had an excellent track record of compliance. There was a very strong organisational commitment to developing services for the benefit of people.

The management team was approachable and demonstrated strong leadership. They displayed the provider's core values and engaged community partners in initiatives which enhanced people's experiences. They implemented initiatives and demonstrated best care practices by engaging a number of external professionals to expand on people's experiences.

**Outstanding** 

People were involved in the running of where they lived. Their thoughts and opinions were sought and their feedback valued by those supporting them. The provider was transparent and encouraged feedback from people.

The provider had robust quality monitoring systems in place to drive and sustain improvements.

# Belong Crewe Care Village

## Detailed findings

### Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

This inspection took place on 24 and 27 July 2017 and was unannounced. In addition we undertook follow up phone calls which took place the week commencing 31 July 2017.

This inspection was completed by two inspectors, one specialist advisor (Nursing) and one expert by experience. An expert-by-experience is a person who has personal experience of using or caring for someone who uses this type of care service.

We reviewed information we held about the service. We looked at our own system to see if we had received any concerns or compliments about the provider. We analysed information on statutory notifications we had received from the provider. A statutory notification is information about important events which the provider is required to send us by law.

Before the inspection, the provider completed a Provider Information Return (PIR). This is a form that asks the provider to give some key information about the service, what the service does well and improvements they plan to make.

In addition we asked the Local Authority and Healthwatch for any information they had which would aid our inspection. We used this information as part of our planning.

We observed care and used the Short Observational Framework for Inspection (SOFI). SOFI is a specific way of observing care to help us understand the experience of people who were unable to talk with us.

We spoke with 17 people, six relatives, two visitors, 10 care staff, three nurses, the registered manager, general manager, catering manager, experience coordinator, practice and development officer.

We looked at the care and support plans for six people including assessments of risk and records of medicine administration and weight monitoring. We confirmed the safe recruitment of two staff members.

Following the visit we spent time talking with a number of people on the phone. These included a dance instructor, community development officer, a Namaste (multi-sensory therapy) project worker and a community specialist practitioner.

## Is the service safe?

### Our findings

People continue to be protected from the risks of ill-treatment and abuse. One relative told us, "I have no concerns about [relative's name] or the staff here at all. Everyone is very professional and caring." Staff we spoke with knew what to do if they suspected anyone was at risk of abuse. One staff member told us they would report any concerns to the manager immediately. Staff had access to information informing them what to do if they suspected something was wrong and who to contact. This included numbers for the local Authority, the Care Quality Commission and the Police. We saw that the provider had made appropriate referrals to the Local Authority in order to keep people safe.

People told us they continued to feel safe living at Belong Crewe. When asked, one person said "I feel safe." Relatives we spoke with told us they believed their family members to be safe and well looked after. One relative said, "When at home [person's name] was unsafe and this was a real concern for all the family. Here we have reassurance they are happy and protected." People had individual assessments of risk associated with their care and support. These included mobility, nutrition and skin integrity. One person told us, "I have to use a hoist when moving. I have total trust in them (staff)." Staff members we spoke with knew what to do in order to keep people safe. One staff member said, "I have regular updates on my moving and handling which makes sure I keep abreast of any changes in professional practice." Throughout this inspection we saw people being supported to safely move around with staff support when needed. Staff members spoke with people throughout and explained to them what to do to keep themselves safe. For example, we saw staff reminding one person how to safely use their mobility aid before leaving their household.

Staff members knew how to record and report any accidents, incidents or near misses. Any reported incidents or accidents were monitored by the management team. This was to ensure any actions which were needed to keep people safe were completed. For example, one person had fallen when walking through their household. Their risk assessment was updated. This included increased observations and changes to the person's immediate environment to remove potential trip hazards. Staff we spoke with were aware of the updated risk assessments and knew what needed to be done to minimise the risk of this person falling again.

People had individual personal emergency evacuation plans in place. These were individual to the person and contained information staff would need at times of emergency. For example, what support someone would need should an evacuation be needed. They also contained information on how to present information in a way the person would understand. For example, give the information in very clear short sentences and use gestures to help the person comprehend the situation and what they should do.

At this inspection people told us, and we saw, that there were enough staff to meet their needs. One person said, "I am always helped promptly whenever I need it." Staff members we spoke with felt there was sufficient staff available to support people as they wanted. One staff member told us, "One person was having difficulty settling. We raised this with the management team and additional support was provided. This helped us give the correct support for this person. It was only for a short period of time but long enough for them to settle."

Staff members told us before they were allowed to start work checks were completed to ensure they were safe to work with people. Staff told us references and checks with the Disclosure and Barring Service (DBS) were completed, and once the provider was satisfied with the responses they could start work. The (DBS) helps employers make safer recruitment decisions and prevent unsuitable people from working with others. Should staff display unsafe practices the provider had systems in place to address this. These included additional training or disciplinary action if needed.

People received their medicine when they needed it and as prescribed. One person said, "I have my tablets first thing in the morning and last thing at night. Just how I need them." Staff members told us before they were allowed to support people with their medicines they had to undergo training. This included the safe administration of medicines. Following this they observed the practice of another staff member. Staff members then were assessed as competent and safe to support people.

## Is the service effective?

### Our findings

People and relatives told us that they continue to be supported by a staff team who have the skills, training and competencies to meet their needs. One person said, "[Staff] are very skilled at what they do. It is evident they are well trained and supported to help us. This shows in everything they do for us." One community based health care professional said, "One of the things that impresses me most about Belong is the commitment towards developing their staff. This has had a real impact on those they support. We assisted in providing some training on hospital admission and prevention which all of the care team attended. Following this Belong has approached us and committed to training all new staff members in an emergency home triage tool which helps prevent unnecessary hospital admissions." One relative told us, "[Person's name] was not well. Staff identified and intervened at the earliest opportunity. This meant they were seen and discharged so much sooner and they were able to recover back at home (Belong Crewe) where they were comfortable."

We asked people how they benefited from the training staff received and in particular the use of the hospital admission triage tool. One person told us, "I had a bit of a tumble the other day. It was nothing much but I have a fear about going back into hospital. [Staff member's name] stayed with me and asked me some questions about how I was feeling and what I wanted. I didn't go to hospital but saw the GP later. This was much more reassuring for me." We explored this further with community based health care professionals and asked about the impact on people as a result of this initiative. One community based health professional told us, "There has been a marked improvement in unnecessary 999 call outs or hospital admissions. The benefits for people living at Belong is that they receive the care and support in a location they are familiar and comfortable in." People received appropriate care and support in a location that suited their needs by staff who were competent and well trained.

People, and their relatives, told us that when needed additional support was provided to meet their health care needs. One relative said, "Staff quickly identified that something was wrong with [relatives' name]. Medical support was provided straight away. I think had it not been for this response they would have ended up in hospital for a long time which would not have suited them at all." We saw the management team had oversight of any incidents or accidents which made use of this triage tool to ensure the correct healthcare outcomes were identified for each person and that it was used correctly.

Staff members we spoke with told us they felt well trained and had the opportunity to continuously develop their skills and professional interests. One staff member said, "This place helps me grow in confidence." Another staff member described Belong Crewe as, "A company that takes staff who are new to care and supports them with training and in building their confidence. They can recognise individual's potential and support them in their careers." Another staff member described how during their time at Belong Crewe they had been supported in several areas of work from catering and then into caring. They told us they had been supported to the point where they are now leaving Belong to complete their nursing training. They said, "I suppose they (Belong Crewe) are a victim of their own success. They support us so well we then have the opportunity to move into other areas of care. However, for me, once I have completed my training I would like to return and continue my career here." Other staff members we spoke with told us they have individual development plans. These build on their skills and interests and tailored training to meet the needs of those

they support. One staff member described, for us, how they are undertaking a development programme with the identified outcome of becoming a senior. They said, "I have a set programme of training which includes competencies. For example, the safe administration of medicines. Once I have developed my skills and successfully completed my competencies I will be considered for the senior position." People were supported by a consistent staff team who were motivated to develop their skills and knowledge. This resulted in them receiving assistance from staff who had access to the latest developments and training in care.

Staff members new to working at Belong Crewe undertook a structured introduction to their role. Before new staff started working directly with people they completed specific components of the care certificate. The Care Certificate is a nationally recognised training programme aimed at training staff to recognise the standards of care required of them. In addition to training staff had the opportunity to work alongside more experienced staff members when supporting people. One staff member said, "I worked with [staff member's name]. I had the time to watch and assist. Most importantly I had the time to talk with people, get to know them and for them to know me. When I felt confident and competent I could then support people on my own."

Staff members were supported to develop their skills and competencies by a Practice Development Facilitator. As part of their role they developed the role of dementia champions and the dementia friends training. Dementia friends is a programme of training aimed at changing the perception of dementia. The practice and development officer told us that all staff members had received training in dementia. It was now the provider's intention to further role this out to members of the local community for them to understand and support people in their own community. One staff member told us that following their dementia training they adapted how they interacted with people. For example they said, "Following training as a team we looked at the changes we could make to the garden areas for those living with dementia. This included raised flower beds where people could touch, smell and if wanted taste, these stimulate the senses and provide opportunities for remembering." One relative told us, "[Person's name] has improved so much since being here. They have flourished in fact. There is so much more opportunity for them to be involved and they enjoy everything." The registered manager explained how the individual households were set up to support people living with dementia. For example, the household kitchens are really the 'heart of the household' offering reassurance to the resident, a sense of home and a constant presence which is reassuring for the person who is living with dementia.

We sat in on one training session for staff who were renewing their skills in moving and handling. We saw this session induced practical examples on how to safely support people. One staff member said, "This is so much better than just being told how to do something. I can get it wrong here and keep trying until I get it right. I can ask questions and I am never made to feel silly." We later saw this staff member assisting a person to stand using the techniques they had just refreshed. The person appeared happy and relaxed. They then moved to a different area with advice from the staff member on how to stay safe when walking.

Belong, as a provider, achieved the Gold Standard Investors in people award. This is a standard which defines what it takes to lead, support and manage people well for sustainable results.

Belong Crewe has achieved the "commend" level of accreditation in the Gold Standards Framework (GSF). GSF is a systematic, evidence based approach to optimising care for people approaching the end of life which is delivered by frontline care providers. To attain commend status a home must show innovative and established good practice in at least six of the 20 standards. Staff members we spoke with told us that they are all trained in the GSF. One staff member said, "You only get one opportunity to get end of life care right. This helps us to ensure people receive the right care and support they need and want."

In addition to personal development plans staff received ongoing support from the management team which included individual one on one sessions. It was during these sessions that staff members could discuss areas of their work which they wanted which included what could be done better or differently. One staff member said, "During several such sessions I was able to talk about how things were going for me. I was experiencing some difficulties outside of work but I was supported to make some changes. I truly feel that if it was not for this support I might have left working in care." Staff members felt supported that they continued to work at Belong Crewe or if they left to develop their skills elsewhere their intention would be to return. This meant that people were supported by staff members who knew them well and who had developed professional relationships with.

Staff members shared information appropriately between people they supported and other staff members. This was so staff members were up to date with people's needs and wishes. For example, we saw one person's sleeping pattern was discussed. This was so staff could understand any changes in the person's personality as the evening approached. We later saw staff encouraging relaxation for this person and prompted rest as they were appearing to become tired.

We saw people were supported to make their own decisions and were given choices. People were given the information in a way they could understand and were allowed the time to make a decision. People were shown objects or pictures to aid their understanding and to make an informed decision. People told us they were always consulted before any decision was made. One relative said, "I am fully involved in all decisions. Of course I am not here all the time and any made by the staff are always in [person's name] best interest. This I am absolutely 100% sure off."

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. We checked whether the service was working within the principles of the MCA. The provider had trained and prepared staff in understanding the requirements of the MCA.

We saw people's capacity to make decisions was assessed and reviewed when needed. Staff we spoke with had a clear understanding about the process to follow if someone could not make a decision. Staff members understood of the principles of the Mental Capacity Act and the process of best interests decision making. We saw details of a best interests decision which had been made regarding one person's medicines. This person received their medicines in a way that promoted their health and in the least restrictive way possible. We saw the decision making correctly followed current guidance and involved the family members and any relevant healthcare professionals.

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. The application procedures for this in care homes and hospitals are called the Deprivation of Liberty Safeguards (DoLS). The provider had made appropriate applications and followed the guidance provided. We looked to see if any recommendations had been made as part of the authorised applications. In addition we looked to see if they were being met by the provider. We saw that the provider and the management team were meeting the recommendations and had taken action to provide accommodation and support in the least restrictive way. They had systems in place to monitor the time scales for reviews or a new application if necessary to ensure people's rights were maintained.

Staff followed current guidance regarding do not attempt cardiopulmonary resuscitation (DNACPR). People's views and the opinions of those that mattered to them were recorded. Decisions were clearly

displayed in people's personal files and staff knew people's individual decisions.

People told us they were supported to have enough to eat and drink and to maintain healthy diets. One person told us, "I tend to have my meals here but I do go down to the Bistro for coffee and cake with my friend in the afternoon." We saw that each household at Belong Crewe had its own kitchen area which had a named staff member in the role of "Host." Meals were individually prepared in each household. One person said, "Can you smell that? It's casserole. It smells lovely." People and staff members told us it was important to prepare meals with people in their own areas as dining was such an important aspect in people's lives. We saw mealtimes were a social occasion with people openly chatting and sharing experiences between themselves. People had a choice of the individually prepared meals on each household or they could order from the Bistro menu. One person told us they did not "Care much for gravy. So I have ordered fish and chips today." We saw this meal was delivered at the same time the other meals were provided so the person could still eat with their friends. We saw one person liked the look of the fish and chips and asked if they could also change their mind about what to eat. This person later told us they had made the right choice as the fish and chips were "scrumptious." When needed we saw people's weights were monitored and if needed supplements or fortified food were provided.

## Is the service caring?

### Our findings

People told us they were supported by a staff team they described as, "Lovely," "Caring," "Fantastic," and "Out of this world." Relatives we spoke with told us those supporting their family members were amazing at what they did and that they "Couldn't do anything better." The staff members we spoke with talked about those they supported with warmth, respect and love. One staff member said, "In other areas of care I was previously told you can never hug someone as it is a breach of a professional boundary. To us that is rubbish. We are carers and we care. It is that simple."

The registered manager told us that when people first come to live at Belong Crewe they are matched to one of the six households. This is based on what they want and their personality as it helps build friendships and social networks. In addition when people first moved in they were supported by a named staff member. This helped them to settle and become familiar with their surroundings. This staff member would introduce them to others and encourage their social interaction. One person told us when they first came to Belong Crewe they didn't like it as this was their first experience of care in such a setting. They went on to say, "I feel comfortable now I am not worried about anything."

We saw one staff member talking with someone who had received some bad news. They did this sensitively and encouraged the person to express how they felt. After a while the staff member asked this person if they wanted a hug to which they responded "Yes." After spending some time comforting this person the staff member then asked, "Would you like me to tell your friends?" to which the person agreed. Shortly afterwards we saw three other people go over and hug this person and spend time with them. We later spoke to one of these people. They said, "We are here for each other. This is our home and these are our friends. There are no barriers here and it is somewhere where we are cared for but also care for each other. No one is an island here."

People told us they were encouraged to express how they felt and to talk about things that mattered to them. One person told us about their faith and how important it was to them. They said, "I go to regular services here and to the hymn singing. It gives me great comfort and I always talk to (staff) about such things. We have some great discussions. And the good thing is we don't always agree on things." Staff we spoke with told us that they are encouraged to have such discussions with people. One staff member said, "Such things make the person who they are. If we are to support them we should be able to understand what makes them, them."

We spoke with one community development officer who worked with Silver Rainbows. This is a social network for older lesbian, gay, bisexual and trans (LGBT) people in Cheshire. They told us that they were approached and became involved at Belong Crewe. This was to reduce isolation amongst the (LGBT) population. As part of their involvement they have taken part in a number of events at Belong Crewe. This included an LGBT reminiscence event, taking part in a poetry competition where poems were read out by those living at Belong Crewe, and the provision of special memory boxes. This was aimed to engaging people in conversations that mattered to them and to share their life experiences. We saw evidence on inspection how this input clearly had a very positive impact on some people who used the service such that

their lives were enhanced. It also promoted staff members confidence in having conversations with people they previously found difficult. One staff member told us, "I don't think I would ever have spoken to someone about their sexuality before. Now it is part and parcel of what we do. If someone wants to talk with us about anything at all we will always encourage this." One person told us, "I feel safe and quite empowered to talk about things that matter to me."

We asked people and staff about the difference having such conversations had for people. One person expressed to us that they feared their relationship with their loved ones would diminish. They told us with the support of staff members the opposite had in fact occurred and they were now much closer as a family. In addition we were provided with several other examples of how people and staff worked together to provide support to family members and those close to them. One of the important factors that people, the community development worker and staff wanted to convey is that this was an on-going conversation. It was not a one off event but just as important as meeting someone's nutritional need or calling a GP if someone was poorly. People we spoke with told us they were supported to have such conversations and to explore such feeling by the staff supporting them.

People told us they continued to be involved in making decisions about their own care and support. We saw people and staff talking about what they would like support with and when. One person joked with us saying, "I never get out of bed for anything less than a full English breakfast." We then saw this person eating their breakfast at the dining table. We saw people chatting amongst themselves and planning their day. One person shouted across to a staff member asking what activities were on that day. As a group they then went to the Bistro to plan their day. People told us that the staff supporting them respected their wishes and supported them as they wanted. One person told us they liked to have lie in each morning which put their meal times out of sequence. They went on to tell us that this was never a problem and they always had a full choice of what eat and when. They told us staff members would always adapt how they supported them and when in accordance with their wishes.

People told us they were treated as though they mattered by those supporting them. One person told us, "It's also the continued little things that the staff do to make me feel special. Tomorrow I have the podiatrist visiting. Later today they (staff) will bring me a foot spa for me to use. It helps my feet feel nice and special and helps me prepare and feel good for my visit tomorrow. They don't have to do this but it's a lovely touch."

The management team and staff members recognised the importance that animals and pets played in people's lives. The registered manager told us they believed the comfort and emotional stability gained from loving a pet should always be promoted. We saw individual households had their own pets including birds and a dog. One person told us "[Pets name] is growing old alongside all of us. We care for them as much as they do for us. The provider has engaged the support of a national pets charity to support them promote relationships with animals. This was to preserve and develop the relationships people had with animals.

We saw that people were encouraged to be as independent as they could. Each household had a kitchen and dining area which formed a central hub. We saw people helping themselves to what they wanted from the kitchen areas, instigating activities like word games or puzzles or completing house hold tasks like dusting. One person told us, "I have kept a tidy house all my life and I will continue to do so."

People we spoke with told us they believed their privacy and dignity was respected by those supporting them. One person said, "The surprise for me is that someone feels the need to ask such a thing. This has never been a consideration for me at all. From the very first meeting I had here I have been respected and valued by everyone."

Staff members had a clear understanding of confidentiality. Records personal to individuals were kept securely and accessed only by those with authority to do so.

## Is the service responsive?

### Our findings

People told us that continued to live lives they believed were exceptional. Those we spoke with said that as a result of the strong emphasis Belong Crewe placed on activities and engagement they felt motivated and stimulated to still identify and achieve ambitions. As a result they felt valued not only by those close to them but also the wider community within which they lived. People told us that in addition to leisure activities they also helped out with educational support with children from a local school. One person said, "Children who need a little extra support with things like reading come here. We have the time to sit and help them. We can assist when they get stuck on words and we can also explain things they might not understand." Another person told us, "It is important for children to know us, and that we still have a role to play in society. We are not just a bunch of fuddy-duddies waiting to meet our maker. But we can still have a bit of a giggle and help when we can." Staff members we spoke with told us that after helping the children those involved are "Buzzing with excitement." One staff member said, "People truly are valued not only by us but also by those they come into contact with." Following on from reading for children the local school has provided science lessons for those living at Belong Crewe. These lessons were accompanied by the children who supported those at Belong Crewe with the lesson. One staff member told us this further built the relation between those living here and children. It is always a special thing to witness

People told us that they engaged in a wide range of activities that they found to be stimulating, enjoyable and educational. People had choice and access to a range of activities as part of a programme aimed to engage and stimulate people. Daily events included exercise, dance, bingo, and swimming. In addition to the programme of activities we saw people choosing to be engaged in activities in their individual households including music and movement, relaxation, games and puzzles. One person told us they recently took part in a national event where they sung with others from across the country. The experience coordinator told us that as part of the national sing a song event Belong arranged for other homes to be connected via the internet. The event was a great success with friends, families and those living locally also attending. One person told us, "This was a great get together, and a bit of fun." All those we spoke with were enthusiastic about the activities on offer to them. In addition people could choose what they wanted to be involved in or to instigate their own activities. At this inspection we saw people taking part in coffee mornings, afternoon teas and dances which they organised themselves and with their friends.

There were facilities at Belong Crewe for people to exercise and keep fit. In addition to movement to music events people could go to the gym which contained accessible equipment. Some of the exercise machines were portable and could be taken to people's room to promote movement with those who had difficulty. Some machines had visual display units which showed images and exercises for people. For example, one machine matched people's movements and engaged them in activities they recognised like weeding the garden. These exercises engaged people in movement they found familiar in a setting they found safe. One person told us, "I regularly walk to the top of the hill. It does leave me a little out of puff but I make it. What's more I can do it without leaving my bedroom and there is always a cup of tea waiting for me." People we spoke with told us they felt motivated to engage in these fitness activities.

People engaged in Namaste sessions led by trained and competent staff members. Namaste is a

programme that was developed to meet the needs of people with advanced dementia. Human contact, sensory stimulation and meaningful activity was promoted through touch. We saw one such session being led by care staff in one household. During this time one person living with advanced dementia from another household attended. They came and lay down on a sofa near to where the activity was taking place. We saw this person remained for the duration of the session. One staff member told us, "People can experience the session as much or as little as they like. As the session incorporates all the senses including touch, smell, sound etc just hearing and experiencing the session can be beneficial."

We spoke with one Namaste Project Worker and explored the direct benefits for people living at Belong Crewe. They told us two people they were supporting were identified as palliative care. The sessions promoted relaxation and engaged their senses. After a while those individuals had become more engaged and now regularly attend other activities including group sessions like bingo. Staff members believed that these people had developed into a deep depression the symptoms of which had been eased by amongst other things the Namaste sessions.

People and staff members told us they took part in regular dementia friendly dance sessions. These sessions were led by a dance instructor who told us these sessions promoted inclusion, movement and gentle exercise. As part of the exercises repetition is included with some of the movements to stimulate memory through activity. They told us, "To begin with a couple of people would just sit or wonder around. Now they engage in the movements along with everyone else. It is a great social opportunity." One person told us, "I went to the last dance. We spoke about the seaside and my holiday. I haven't really thought about that in years." Staff members told us that following such activities people's appetites are greatly increased. One staff member said, "Now we always put on extra snacks for people as they always come out hungry. This is great especially if nutrition is an issue for someone." During our time in one of the households we saw, without prompting by anyone, one person got up and turned on the music. They then instigated a dance with two other people. All three of them danced and chuckled for about 20 minutes. A staff member came over and also took part in the dancing. Afterwards the staff member got everyone a drink and sat with them still sharing the experience.

Staff members told us that people had recently started to attend dementia friendly swimming sessions at the local swimming pools. One relative we spoke with said, "[Relative's name] has been going to the swimming sessions, which is quite remarkable. We have seen their appetite increase and it seems that their sleep pattern is much better after the sessions. I would recommend this for anyone. The Experience coordinator and registered manager told us it was their desire to build on the success of these sessions. This would include the amount of session provided to engage more people on a more regular basis.

People were encouraged to maintain relationships with those that mattered to them as well as developing new friendships at Belong Crewe. One person told us, "We have a special circle of ladies who meet up and either have lunch or afternoon tea in the Bistro. I have never been so social." One relative told us they regularly visit the family member. They said they are always made to feel welcome. This relative said, "I can come and make a cup of tea with [relative's name]. It's what I would do at home and also at their house. It just feels normal for us and I am sure it is comforting for them."

People and, when needed, friends and family were still involved in developing the personal care and support plans. We spent time with one person going through their care and support plan with them. They told us about each section and how it related to them. They went on to say, "We regularly meet with [staff member's name] and make any changes we feel is necessary. The care and support plans we saw provided staff members with the information people felt they needed in order to effectively support them. These included personal and professional histories. Staff we spoke with could tell us about those they supported.

What they liked to do, what they used to do for a living and the things that mattered to them.

One staff member told us all about one person's occupation. They said, "Because we know what [person's name] used to do for a living it helps us understand what they are trying to convey. We know they used to commute to work and that they used to walk a short distance. It is important to still promote that activity as we have seen it brings them comfort." We saw this person moving between households. When they left one household staff passed comments like "Off to work, have a good day," and "See you later." When they arrived at the other household people and staff would greet them. One relative told us, "This approach has eased the stress and anxiety [person's name] has been experiencing. Staff adapted their approach each and every single day with them. I had immense anxieties when they first came here but I can see the progress they have made. Honestly, I don't think this could be achieved anywhere else."

Staff members and the registered manager told us that Belong Crewe employ the services of an Admiral Nurse. Admiral Nurses are specialist dementia nurses who give expert practical, clinical and emotional support to those living with dementia.

We saw individual care and support plans which were specific to the person and their recognised form of dementia. Included in these plans were recommendations had been made to make the persons environment and care more appropriate to the person. For example, owing to one person's dementia they were at risk of malnutrition as they would not recognise the need to eat. Staff we spoke with could tell us what they did as a result to encourage the person. They recognised that the person responded better to social events and environments. They also recognised that removing the person into a different area promoted their eating. We later saw this person leave their household and go for lunch in the Bistro where they ate their meal. Other recommendations such as adaptations to the environment had been completed. For example, it was recommended that one person have access to a work station that they would have been familiar with as part of their previous occupation. We saw various work stations throughout Belong Crewe with original equipment. We saw people touching and exploring these pieces of equipment throughout this inspection.

People were encouraged to raise any concerns or complaints that they had with staff or the management team. One person told us, "I don't have anything to moan about at all. If I did I would tell one of them (pointing at a staff member). I have the utmost confidence in them to rectify it." We saw the registered manager and the provider had procedures in place to encourage, investigate and feedback on any complaints received. For example, One person had commented that the plants outside were sharp and sticky and another had reported a broken curtain pole. At this inspection we saw both comments had been reported to the maintenance team and rectified.

## Is the service well-led?

### Our findings

Throughout the last five inspections Belong Crewe has been compliant and rated as good at our last inspection. The latest ratings were displayed as required at the location and on their designated website. The location has an excellent track record of care and support for people which was demonstrated in their positive inspections to date.

People, staff and visitors told us that they knew who the registered manager and the management team were and that they saw them on a regular basis. Throughout this inspection we saw the registered manager talking with people on all the individual households. All those we spoke with told us they felt the management team was approachable and engaging. People told us that they felt part of Belong Crewe and included in the development of the service that they received. This was either through daily contact with the management team, regular resident meetings or the regular satisfaction surveys they completed.

People, relatives, staff members and external professionals told us that many of the initiatives reported on in this report were either at the instigation of or with the full support of the management team. One staff member told us, "There is no way on earth we would achieve any of what we have done here if it wasn't for the management in this place. Their commitment to us as staff members is stunning. If they see value in something for those living here then we have their full backing."

People told us they received regular newsletters informing them about what was happening at Belong Crewe as well as any changes. For example, Belong Crewe had recently won an award from a national supermarket chain to make a dementia friendly garden. At this inspection work was underway creating the garden area for people to enjoy. Those we spoke with told us they had been informed about the changes and had been asked for any suggestions. One person said "I couldn't think of much apart from some nice flowers." In addition to regular newsletters people told us they attended resident meetings. It was during these meeting that they could discuss anything they wanted and also to receive information that may be important to them. One person told us, "At one of the last meetings we were all reminded to keep having cold drinks as the weather was going to get hotter throughout the week."

Staff members were made aware of any incidents or key events so that improvements could be made. One staff member told us about a recent serious injury occurring at another care home. They told us that they were made aware of the incident so that they could take the learning from it and help prevent it occurring at Belong Crewe. The registered manager told us, "Following this incident we have rearranged our training and competencies for staff to include awareness of dysphagia and swallowing difficulties. We have also introduced specific care planning and specialist interventions should people require it. We have to learn from what goes wrong, not only here, but from other locations so that we can improve the experience for people." People and staff were encouraged to identify any concerns so that they could be addressed at the earliest opportunity by the provider.

Staff are encouraged to report any concerns they have using the 'If you see something, say something' leaflet and "Speaking Out at work Policy." We saw this information was available to people, relatives and staff members. People were also encouraged to leave feedback either on a comments card which was

returned to the providers head office or via an independent care sector website. We saw feedback was displayed for people and relatives in communal areas for their information and on their website.

Staff members felt supported and part of a team with common values. We asked staff members what values they believed they displayed whilst working at Belong Crewe. One staff member told us, "It's not rocket science. We simply care about those we support." Throughout this inspection we saw many caring and empowering interactions between staff and those they supported. One staff member told us, "The managers here do not just look after those living here. They look after us as well."

People and their friends and relatives were encouraged to nominate staff members they believed had "gone the extra mile" for recognition by the provider. One staff member said, "I received a nomination. This was out of the blue. It meant so much to me." One person told us, "I put someone's name forward just because they are such a lovely person who always has a smile and just makes me happy being around them."

Staff members felt that their views and opinions were valued and that they had an input into the support they provided and the environment in which people lived. One staff member told us, "We wanted to do something just a little different so approached the management team with a suggestion for fish and chip night. The managers thought this was a great idea and helped to make it happen." Staff told us they felt fully supported by the management team to meet people's needs in a creative and supportive way. One staff member told us that one person had become restless in the night. "When asked they stated they wanted a take-a-way. So we got one for them. It's these little simple things we are encouraged to do to meet people's needs."

The management team had strong links with the local community. The Bistro was open to members of the public who were encouraged to come in and socialise with those living at Belong Crewe or just to have a meal or a drink. The registered manager told us they were developing links with another café in Crewe town centre. This was to encourage those living with dementia to have an increased social and support network around them. It was also somewhere those living at Belong Crewe could attend. The registered manager told us they did not want to create an insular living environment for people. The desire was to expand people's experiences by going to other places where they could socialise and develop friendships.

We asked the registered manager about their aspirations for Belong Crewe. They told us that amongst other things they aim to develop the ICare Ambassador service. This is where they work alongside other care providers in Cheshire. This was to identify suitable placements for those wishing to enter the care profession. By providing people with the right placements they support and encourage personal and professional growth. The end result being staff members who have the right values, skills and motivation to work in care.

We looked further at the aspirations of the provider and how they planned to build on the achievements that had been made to date. As a provider they were very aware of the changes they wished to make to improve the quality of life for people using their services. These included their recognition to improve their recording success stories and positive events in the life plan. They said, "We will introduce Gold Standards Framework Champions, to aid us to continue to develop in this area with our objective to obtain Beacon Status. In addition they told us they would be introducing electronic medicine recording to reduce the likelihood of medicine related errors therefore increasing people's safety.

Belong Crewe had a registered manager in post at the time of this inspection. The registered manager was supported by a general manager. The registered manager understood the requirements of registration with the Care Quality Commission. The registered manager and provider had appropriately submitted

notifications to the Care Quality Commission. The provider is legally obliged to send us notifications of incidents, events or changes that happen to the service within a required timescale.

The provider and manager had systems in place to monitor the quality of service provision. The registered manager assessed information from quality checks, incidents and accidents and feedback from people and staff which they used to drive improvements. In addition they told us they welcomed comments and suggestions from other professionals on how they could improve services for people. For example, following a recent food safety inspection Belong Crewe was given a 5 star award. This award included a couple of recommendations for improved quality which included the recommendation for a replacement worktop before became to worn. At this inspection we saw that action had been taken and a replacement work top had been ordered.