

# Norse Care (Services) Limited

## Westfields

### Inspection report

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

# Summary of findings

## Overall summary

About the service: Westfields is a care home for older people situated in a residential area of Swaffham. The accommodation is located over two floors. There were 35 people living at the service on the day of inspection.

People's experience of using this service:

People at Westfields received an outstanding effective and caring service. People were treated with exceptional kindness and compassion. We received extremely positive feedback about the support that staff provided and how approachable and passionate the management team were. The staff team were highly motivated and there was a strong commitment on the development of their competence and knowledge. Staff worked innovatively to promote people's health and ensure excellent outcomes for their physical and mental wellbeing.

The atmosphere was vibrant, happy and thriving. There was a focus on fun. There was a mutually respectful culture, which recognised and valued the contribution made by both the people living in the service and those working at the service. The management team welcomed the involvement of people and staff at every opportunity.

There was a strong recognition that people were individuals and the care and support provided ensured that their needs were met and resulted in positive and improved outcomes for people. Respect for people's privacy and dignity was at the heart of the service provision. The service was creative in finding ways to ensure people were engaged and stimulated. There were good community links and people accessed the community regularly.

Effective management systems were in place to safeguard people and promote their wellbeing. The management team actively sought the views of people using the service, relatives and staff and acted upon those views to provide a high-quality service with a strong emphasis on continual improvement and best practice.

Rating at last inspection: Good (report published 10 June 2016)

Why we inspected: This was a planned inspection based on the previous rating.

Follow up: We will continue to monitor all intelligence received about the service to ensure the next planned inspection is scheduled accordingly.

## The five questions we ask about services and what we found

We always ask the following five questions of services.

### Is the service safe?

The service was safe

Details are in our Safe findings below.

Good ●

### Is the service effective?

The service was exceptionally effective

Details are in our Effective findings below.

Outstanding ☆

### Is the service caring?

The service was exceptionally caring

Details are in our Caring findings below.

Outstanding ☆

### Is the service responsive?

The service was responsive

Details are in our Responsive findings below.

Good ●

### Is the service well-led?

The service was well-led

Details are in our Well-Led findings below.

Good ●

# Westfields

## Detailed findings

### Background to this inspection

#### The 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 checked 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.

#### Inspection team:

One inspector and an Expert by Experience conducted the inspection. An Expert by Experience is a person who has personal experience of using or caring for someone who uses this type of care service.

#### Service and service type:

Westfields is a care home which is registered to provide accommodation and personal care for up to 46 older people. People in care homes receive accommodation and nursing or personal care. CQC regulates both the premises and the care provided, and both were looked at during this inspection. The service had a manager registered with the Care Quality Commission. This means that they and the provider are legally responsible for how the service is run and for the quality and safety of the care provided.

#### Notice of inspection:

This inspection was unannounced and took place on 6 December 2018.

#### What we did:

Before the inspection, we reviewed information we had received about the service since the last inspection. This included details about incidents the provider must let us know about, such as abuse; and we sought feedback from the local authority and other professionals involved with the service. We assessed the information that providers send us at least once annually to give some key information about the service, what the service does well and improvements they plan to make. We used all this information to plan our inspection.

During our inspection visit, we spoke with 10 people using the service, six relatives and 12 staff including the registered manager, deputy manager, activities co-ordinator, cleaning staff, kitchen staff and care staff. We

observed the support provided throughout the service. We looked at records in relation to people who used the service including two care plans and five medication records. We looked at records relating to recruitment, training and systems for monitoring quality.

After the inspection, the registered manager provided us with further evidence of good practice.

# Is the service safe?

## Our findings

Safe – this means people were protected from abuse and avoidable harm.

Good: People were safe and protected from avoidable harm. Legal requirements were met.

### Systems and processes

- Staff were aware of safeguarding procedures and knew who to inform if they had concerns about potential abuse. The registered manager was aware of their responsibility to report any safeguarding concerns and to liaise with the local authority. Some staff had completed enhanced training in safeguarding and had developed a leaflet giving information about safeguarding for those living at Westfields and their visitors.
- Recruitment systems continued to be effective and ensured suitable staff worked at the service.

### Assessing risk, safety monitoring and management

- People felt safe with the staff team who supported them. One relative said, "It gives me peace of mind."
- Risk assessments covering areas such as moving and handling and falls were in place to provide guidance to staff on how to support people safely. We observed good moving and handling practices.
- Risk assessments relating to the environment were in place. This included evacuation plans for use in case of an emergency. Equipment was checked to ensure that it was safe and fit for purpose.

### Staffing levels

- Everyone we spoke with told us there was enough staff and our observations confirmed this. One person said, "The manager and deputy are not around on the weekends but there seems to be plenty of staff."
- Staffing levels were flexible to meet people's needs. The registered manager used a dependency tool to work out the required number of staff. There were also hours available for use as needed to cover vacancies and sickness. This reduced the use of agency staff and enabled cover in emergencies.

### Using medicines safely

- Medicines were managed safely. There were systems for ordering, administering and monitoring medicines. Staff were trained and assessed as competent before they administered medicines. Medicines were kept securely and records were completed correctly.
- Staff took time with people and were respectful in how they supported people to take their medicines.
- People were encouraged to independently administer their own medicines where safe to do so.

### Preventing and controlling infection

- The service was clean and fresh. Staff had received training in infection control and were supplied with personal protective equipment for use to prevent the spread of infections.

### Learning lessons when things go wrong

- The registered manager was keen to develop and learn from events. There were systems in place to

monitor and learn from incidents and accidents. Records were kept and overseen by the registered manager who monitored for any themes or patterns to take preventative actions.

- Where there had been errors made with medicines, measures had been put in place to reduce any re-occurrence.

## Is the service effective?

### Our findings

Effective – this means that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence.

Outstanding: □ People's outcomes were consistently better than expected compared to similar services. People's feedback described it as exceptional and distinctive.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- Assessments of people's individual and diverse needs were in place prior to them moving into the service to ensure their needs could be met safely.
- Where the service was unable to meet the care needs of people already living at Westfields due to changes in their health, the management team took a pro-active approach and involved other health professionals to ensure more suitable options could be found.
- The service had worked in partnership with the University of East Anglia (UEA) on a Falls in Care Homes (FinCH) research and prevention study. The training that staff received as part of this study was already embedded in the service practice showing that positive outcomes for people were in place.

Staff skills, knowledge and experience

- People were actively involved in decisions about who worked at Westfields and had influence on the outcome of recruitment. Two people had been involved in the interview process and developed questions to ask. When asked about this one person said, "I love it, it makes me feel my opinions are valued. I have an opinion and it's listened to and acted on. We work as a team here." People also gave feedback on new staff members to the registered manager which was used during performance discussions.
- Staff were skilled and knowledgeable and shared their knowledge to improve understanding and raise awareness. The service was very focussed on ensuring staff had good dementia awareness and a 'Dementia Excellence' training programme was in place. One staff member had become a 'Dementia Friends Champion'. Dementia Friends Champions are trained volunteers who encourage others to develop their understanding about dementia. Sessions had been offered to visitors and relatives and one session had been held.
- Staff competence and knowledge was integral to ensuring high quality care. Pocket sized cards were in place to provide prompts to new staff and support them to develop their practice and build their confidence. New staff received an induction on joining the service and the staff team received support through regular supervisions, and an annual appraisal of their performance.
- There was a strong commitment on the development of the staff team. Two people were due to attend training on cognitive stimulation therapy. Cognitive stimulation therapy is a programme of themed activities designed to improve the mental abilities and memory for people living with dementia and ensure positive outcomes and enhanced wellbeing for people. A resource library was available and accessible to everyone. It included books and DVDs covering a range of subjects such as Parkinson's disease and bereavement. One staff member was accessing the available material to inform their learning.

Supporting people to eat and drink enough with choice in a balanced diet

- There was a strong emphasis on the importance of eating and drinking well. One person living at Westfields had been involved in a 'Nutritional standards in care homes project' with the UEA supported by the registered manager. As a result, this person had made homemade lemonade to encourage people to drink more. The registered manager had attended a conference and delivered sessions on a positive mealtime experience. There was a vast range of food and drink options that people could help themselves to including alcoholic drinks, cold drinks, jellies and mousses. There was a creative approach to encouraging people to try new foods including a curry night during 'National Curry Week' where people were encouraged to take part in the preparation of the meal. A 'Sausage roll bake off' had also been held which resulted in four 'star bakers.' One person said, "There's plenty to drink, even in the summer when it was really hot, they made sure we were drinking enough and they're always coming round offering tea or coffee."
- The mealtime experience was relaxed and pleasant with music quietly playing and people chatting amongst themselves and with staff.

Staff providing consistent, effective, timely care within and across organisations

- Requests for assistance were answered promptly. One person said, "I know that if I need any help, I just press this button (call fob) and they come immediately." Another person said, "I have had a fall and they (staff) have been brilliant. They ran down to me and came so quickly. They look after me and are wonderful."
- The staff team moved around the service and worked with different people so that they knew everyone well. One staff member said, "This means we don't lose touch."

Adapting service, design, decoration to meet people's needs

- Westfields provided an extremely homely environment for people. Corridors were wide and well-lit. There were many places where people could sit, including small lounges and areas where the corridors widened out with further seating areas. Corridors were painted in different colours to help orientate people and handrails were painted in a contrasting colour. Every part of the service was decorated with a Christmas theme and it was warm and welcoming. People had been involved in choosing the artwork on display. Communal bathrooms were decorated to look more like a bathroom in a home environment.
- The service was adaptable to specifically support people's individual needs. One person had a visual impairment and loved to dust their ornaments. White gloves had been purchased to enable them to do this safely through touch. The service was working with, 'Ladder to the moon.' to find creative ways of engaging people with their environment and used resources such as sensory kits of different smells like a rainy day or rose petals. A box of 'goodies' was delivered monthly which in the past had included a Chinese teapot and little cups, tea tasting sessions and pantomime wigs which people had enjoyed exploring and using.
- Effective communication systems were in place. The service used a secure messaging system to ensure that the staff team and families were up to date with events happening in the service.

Supporting people to live healthier lives, access healthcare services and support

- The staff team were highly motivated and equipped with the right skills to support people to achieve excellent outcomes which turned their lives around. For example, one person told us that due to support from the service, they had lost weight and were no longer a diabetic. They said, "The kitchen staff have been really good, they've helped me by making sure I was having the right things to eat and not too much." A relative told us, "(Person) was very unwell when they came here. There has been a steady improvement and we talk to the carers about changes to the way he's being looked after because he doesn't need as much help as he did a few months ago and he wants to do more for himself." Two staff members had achieved a level two award in chair based exercises. These classes were held regularly and had resulted in positive outcomes for people. Feedback included, "I have improved stamina and mobility" and, "Improved balance and walking." We saw a compliment that said, "I have noticed a huge improvement in (relative's) mobility

and confidence."

- People were supported to maintain good health and were referred to appropriate health professionals as required. Where one person had been referred for additional equipment but did not qualify for funding, they were being supported to express their views to see if the decision could be re-considered.
- Staff including cleaning staff knew people exceptionally well and escalated any concerns at an early stage. One relative said, "They (staff) noticed relative was acting strangely and quickly identified a water infection and they are now on anti-biotics."

#### Ensuring consent to care and treatment in line with law and guidance

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People can only be deprived of their liberty to receive care and treatment with appropriate legal authority. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS).

We checked whether the service was working within the principles of the MCA, whether any restrictions on people's liberty had been authorised and whether any conditions on such authorisations were being met.

- Staff understood the importance of gaining consent before providing support. MCA was discussed in supervisions and information was displayed to support staff knowledge and understanding of the legislation.
- People were actively encouraged to make decisions for themselves and there was a strong emphasis on involving people as much as possible.
- Where people did not have capacity, decisions had been made in their best interests involving relatives and other health professionals where appropriate.
- The registered manager understood their responsibility to apply for DoLS as needed.

## Is the service caring?

### Our findings

Caring – this means that the service involved people and treated them with compassion, kindness, dignity and respect.

Outstanding: □ People were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

Ensuring people are well treated and supported

- People using the service and their relatives had nothing but good things to say about the care and commitment of the staff and were extremely positive. Comments included, "They (staff) are lovely, all of them, they do lots for me." And, "I cannot fault the place. It is a very, very welcoming place with lovely staff who are very approachable." The reviews about Westfields on the website, carehome.co.uk were all extremely positive.
- All staff we spoke with were passionate about providing excellent care to people. One staff member said, "It's like a whole load of my grans and grandads. It's a nice family atmosphere – like a home from home."
- People and the staff team were treated as equals. The registered manager told us, "We have a unique staff team with a natural warmth who share information about their own lives with people." We heard one staff member updating a person on their cats when asked and they told us, "(Person) likes a daily update." The service was creative in reflecting what was important to people and had introduced 'Five minutes with' in their monthly magazine where staff and people had answered questions about their lives and what was important to them. This allowed people and staff to get to know each other well and promoted positive relationships.
- Staff were particularly sensitive and showed empathy when one person needed compassionate support after the death of one of their close friends who lived at the service. They had telephoned the person's relative who was due to visit to let them know so they were prepared. One staff member said, "We have empathy here which goes a long way." A befriender had been arranged for one person to ensure that they had additional emotional support. A befriender is a volunteer who is trained to provide support and companionship to people.
- Care plans contained information about people's diverse needs and included their preferences in relation to culture, religion and diet and their preference for the gender of the carers that supported them. One person said, "I go to church every Sunday but they do have two services a month here, one Church of England and one Methodist. There's another lady here who's a Catholic and she goes to her church too."
- The culture of the service was caring, compassionate, respectful and empowering which reflected the values of the organisation. It was evident staff knew people well and put these values into practice. There was a strong recognition that people were individuals. One staff member said, "Everyone here is different, they have different wishes and interests but we try to do something for everyone, whether it's trips out or gardening or one to ones."
- Staff were very committed to the service and motivated through an 'Employee of the month' scheme. They demonstrated an exceptional caring attitude to each other. Following discussion, the staff team had decided to put their vouchers together and update the staff room area which showed their dedication to improving outcomes and wellbeing for their whole team.

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

- For people who were unable to make decisions about their care and support, advocacy services were available. This meant people had access to someone who could support them and speak up on their behalf if they needed it.
- There was a strong emphasis on involving people living at Westfields in making decisions about the service as well as their daily lives. The registered manager told us, "People are vocal because they know they will be heard." People spoken with confirmed this to be the case. One person said, "We have a resident's meeting once a month where we can offer suggestions or ideas or, if someone is unhappy about something then we are encouraged to talk about it then."

Respecting and promoting people's privacy, dignity and independence

- People and their families were involved in completing very detailed life histories which included pictures of important events and memories such as a Victoria sponge cake which one person used to always have on a Sunday. This enabled staff to develop meaningful relationships, have respect for people as individuals and generated conversation.
- Privacy and dignity were embedded into the practice of the team and people were treated with the utmost respect. Westfields had recently been shortlisted at the Norfolk Care Awards for dignity and care. One person told us, "They (staff) always knock and ask if they can come in, they know this is my room and treat it like they're coming into my home. They're polite; they never just walk in without asking."
- A 'What dignity means to me' board was displayed which included comments from people living at the service and staff. Comments included, "Having a choice and my voice listened to." The certificates of the many staff who were 'Dignity Champions' were displayed.
- The provider, Norsecare, had recently held an awards ceremony and Westfields had won the empowerment award for the way that they enriched people's lives and ensured people felt part of a family environment. One person said, "I am given the opportunity to do what I love. I have an accessible greenhouse which I run and manage, bought for me by Westfields. I love it and find it therapeutic."
- People were supported to maintain relationships with those who were important to them. People could visit at any time and were welcomed by the staff team. Friendships between people living at Westfields were encouraged. One person said, "We sit at the same table so you get to know the people at your table, it's really very pleasant." Visitors were welcome to stay for meals and had been invited to share Christmas lunch with their loved ones at the service.

## Is the service responsive?

### Our findings

Responsive – this means that services met people's needs.

Good:  People's needs were met through good organisation and delivery.

#### Personalised care

- People's needs had been assessed before they moved into the service and a detailed care plan had been developed to ensure these needs were met. People and where appropriate, their representatives, were involved in the planning and review of their care.
- People were able to follow a variety of interests and activities and could suggest ideas for future events. One lounge had been set up to accommodate one person who loved to paint. There were many interesting events and activities for people to become involved with. The royal wedding had been celebrated and those living at Westfields and the staff team had put their own wedding photos on display to share and remember. Staff thought of innovative ways to encourage people to reminisce and make new memories. For example, chicken eggs and an incubator had allowed people to watch the chicks hatch and this had happened on a family day held at the service to allow relatives to enjoy the event. Some of the chickens were living in the grounds of the service. Other events included a teddy bears picnic, Ascot 'Ladies day' where the ladies wore hats, art therapy, gingerbread making, a dog training event and the service had also had a 'Harry Potter hare' which local schoolchildren had enjoyed on a visit to the service. People had also been involved in making Christmas decorations. One professional said, "An effort always seems to be made to recognise significant events in British society, such as the royal wedding earlier this year, which keeps the residents in touch with the society at large and helps with their cognition."
- There were numerous items around the service to stimulate people and keep their interest. For example, hats, scarves and coats for people to try on, an old typewriter, sewing machine and the cost of items 'then and now.'
- People told us they had access to a minibus and there were about ten to twelve trips a year which people were encouraged to be involved in. One person said, "They are very good at persuading you to go on trips. I went on a few in the summer. I didn't think I wanted to go but they had other ideas, I went and enjoyed it so they were right."
- A 'Wishing Tree' was in place. One person's wish had come true. One relative said, "(Person) loves horses. They worked with heavy horses when they were a boy. (Staff member) found out and arranged a trip out for them to see some horses. (Person) loves them it was really good for him."
- Technology was used to provide further opportunities for people. People's choice and independence was encouraged using a virtual assistant. 'Alexa' allowed people to choose the music that they wanted to listen to and generated conversation between people and staff. Tablets allowed people to use Google maps and see where they grew up evoking memories and allowing them to reminisce about their lives.
- The service was very much part of the community in Swaffham and built local links. There were strong school connections and regular involvement of all sections of the local community. The service had encouraged the local shops in the community to take part in a Scarecrow competition.

Improving care quality in response to complaints or concerns

- A complaints system was in place and displayed in the service.
- People told us that they had no reason to complain and any concerns were dealt with when they made suggestions, and therefore they felt they did not need to make a formal complaint.
- People and relatives said that they felt able to speak to the registered manager at any time.

#### End of life care and support

- People were being supported at the end of their life to have a peaceful, dignified death and thank you cards had been received complimenting the staff team on the compassionate and sensitive way that they supported people. The service were considering signing up for accreditation to the Gold Standards Framework; a nationally recognised set of standards designed to support staff in providing people with systematic, proactive, person-centred, co-ordinated, end of life care.
- There were good links with a local hospice and GP services. The staff team were pro-active and people's wishes were appropriately recorded in specific detail and families were involved as appropriate. One person had been supported to choose the music for their funeral.

# Is the service well-led?

## Our findings

Well-Led – this means that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture.

Good: The service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Provider plans and promotes person-centred, high-quality care and support, and understands and acts on duty of candour responsibility when things go wrong

- The registered manager had a good oversight of what was happening in the service, and demonstrated an in-depth knowledge of all areas.
- The management team provided strong and consistent leadership. The registered manager had been a finalist in the Norsecare awards for their leadership and the deputy manager had been shortlisted for a national care award as a 'Future Leader'.
- The management team were passionate about the care that people received and had an open-door policy to both staff and people living in the service. People and their relatives spoke very highly of the management of the service and how friendly they were and comments included, "The management team are very hardworking and active around the home. There's very much a feeling of teamwork here." And, "(Registered manager) and (deputy manager) are great. They muck in and are not detached. They seem to go the extra mile and are always looking for things to do for the residents."

Managers and staff are clear about their roles, and understand quality performance, risks and regulatory requirements

- Audits were completed on a wide range of areas of service provision. Information gathered from audits and from the review of incidents and accidents was used to develop the service and there was a strong focus on continuous improvement.
- A development plan was in place to ensure that the management team were working towards the same goals. This identified clear timescales, who was responsible and some areas had already been signed off as completed.

Engaging and involving people using the service, the public and staff and improving care

- The management team were creative and passionate about involving people and relatives using the service and on having fun. There was a fun atmosphere throughout the service and there was lots of laughter as people were trying on Elf outfits for Christmas. Comments from people and staff included, "They (management team) will do anything for a party here. I think they are very good." And, "The Christmas party here is better than Christmas Day!" The registered manager had got in contact with services in other countries as part of a pen pal scheme and letters had been written and received sharing what people had been up to.
- Afternoon tea had been arranged and the management team had used the event to explain the importance of feedback and the importance of continuous improvement. As a result, the response for feedback improved.

- Staff received supervision of their performance and regular team meetings were held which provided an opportunity for staff to feedback their views and suggestions for improvement which were considered and acted upon by the management team.

#### Working in partnership with others

- The registered manager had shared ideas with other managers including the 'Five minutes with' initiative to promote good practice across other care organisations. They also attended a provider's meeting to share ideas and remain updated on good practice.
- The service was part of the 'Red bag scheme.' This is a collaboration between care homes and the NHS to share vital information about people's health and to improve the transition process between services.