

I refer to the meeting of the Inverclyde Community Health & Care Partnership Sub-Committee held on Thursday 25 April 2013 and now attach further appendix relative to item 3 (Care Inspection of Inverclyde CHCP's Fostering, Adoption and Residential Children's Units) which was circulated at the meeting.

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Head of Legal and Democratic Services

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DRAFT



Care service inspection report

Kylemore

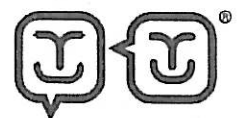
Care Home Service Children and Young People

13 Kylemore Terrace
Greenock
PA16 0RY
Telephone: 01475 715789

Inspected by: Jan Strain

Type of inspection: Announced (Short Notice)

Inspection completed on: 28 February 2013



HAPPY TO TRANSLATE

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Service provided by:

Inverclyde Council

Service provider number:

SP2003000212

Care service number:

CS2003001106

Contact details for the inspector who inspected this service:

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

| | | |
|--------------------------------------|---|-----------|
| Quality of Care and Support | 6 | Excellent |
| Quality of Environment | 6 | Excellent |
| Quality of Staffing | 6 | Excellent |
| Quality of Management and Leadership | 6 | Excellent |

What the service does well

The service clearly nurtures young people, offering them a safe environment and supporting them to reach their full potential. The staff team is evidently motivated and knowledgeable, and benefits from effective leadership.

What the service could do better

The service demonstrates that it is willing to continue to get feedback and review its performance. It aims to change some aspects of recording.

What the service has done since the last inspection

The service has been planning a move to purpose built accommodation, involving young people as much as possible. New colour schemes and furniture have been chosen by young people.

Conclusion

The service demonstrates a clear commitment to quality and continuous improvement. It listens to young people's views and makes sure they contribute to service planning and review.

Who did this inspection

Jan Strain

1 About the service we inspected

Social Care and Social Work Improvement Scotland (SCSWIS) regulates care services in Scotland. It awards grades for services based on the findings of inspections. These grades, including any that services were previously awarded by the Care Commission, are available on www.scswis.com.

Before April 1st 2011 this service was registered with the Care Commission. On this date the new scrutiny body Social Care and Social Work Improvement Scotland (SCSWIS) took over the work of the Care Commission including the registration of care services. This means that from April 1st 2011, this service continued its registration under the new body SCSWIS.

Redholm provides a service for a maximum of 4 young people who are looked after and accommodated by Inverclyde Council, Social Work Services.

Redholm is a large detached villa situated in a residential area of Port Glasgow with views over the Clyde estuary.

The function of the unit is 'to provide a person centred approach which will incorporate a holistic assessment of needs for each individual young person taking into account their own life experiences. In doing so, individual care plans will be tailored to meet these needs effectively within an environment that promotes safe caring.'

At the time of inspection the service was due to relocate to purpose built accommodation in Greenock. The management team expected that the move would take place within a few weeks.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support - Grade 6 - Excellent
Quality of Environment - Grade 6 - Excellent
Quality of Staffing - Grade 6 - Excellent
Quality of Management and Leadership - Grade 6 - Excellent

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website

www.careinspectorate.com or by calling us on 0845 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

We wrote this inspection report following an unannounced inspection which was carried out by Jan Strain, Inspector. The inspection visit took place on 28 February 2013. During the inspection process we gathered evidence from various sources as follows:

- Meetings with young people
- Meetings with staff members
- Meeting with the service manager and deputy manager
- Meeting with the service's external manager
- Support plans
- Medication records
- Records of young people's meetings
- Records of staff meetings
- Staff supervision records
- Service questionnaires and consultation records
- Records of building safety checks and repairs
- Examination of relevant policies and procedures

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects

of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firelawscotland.org

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a fully completed self assessment document from the service provider. We were satisfied with the way the service provider had completed this and with the relevant information they had given us for each of the headings that we grade them under.

The service provider identified what they thought they did well, some areas for development and any changes they planned. The service provider told us how the people who used the care service had taken part in the self assessment process.

Taking the views of people using the care service into account

We have included some young people's comments throughout the report. Other things they said about the service include:

"I love it"

"Everyone gets on with each other"

"We are just like a big family"

"It's brilliant"

Taking carers' views into account

No carers were contacted during this inspection.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths

The service clearly demonstrated an outstanding level of commitment to making sure young people's views were listened to and valued. This reflected the service provider's dedication to full and meaningful consultation with young people in its care.

Young people we spoke with told us staff listened to their views. They said they could talk to staff about anything and knew they would be listened to. If they asked for anything or had any problems, staff would help them and sort things out. Comments from young people included:

"I can talk to any of the staff"

"I'm always being asked my views"

"If staff are worried about me they talk to me about it. They're always respectful and I know they want the best for me"

We found staff promoted the use of children's rights officers. They visited the service regularly and met with young people. They also met with the service manager to give feedback on young people's views. This was a good support for young people and helped maintain a focus on involvement and consultation within the service. We found young people were supported to be aware of what they should expect from the service.

The service had a policy which described how services involved young people in making decisions. Staff members were all familiar with this document and good quality training had been made available to promote participation. Staff members we

spoke with demonstrated a clear focus on monitoring outcomes for young people and it was evident they wanted the best for them.

The service made sure young people had different opportunities to get involved or give their views about the service. This meant young people could choose how to get involved. They could use the service's suggestion box or complete satisfaction questionnaires. The service provider also consulted with young people via an online tool called "Viewpoint". Child protection workers were involved in monitoring and assessing information to make sure there were appropriate responses to comments made.

The service demonstrated a commitment to helping young people stay in touch with people who were important to them, particularly family members. Where there was family involvement the service clearly involved them and listened to their views. We found if there were family difficulties or conflict the service made great efforts to work through these with young people.

The service had developed a brochure which told young people all about staying at the service. Young people were involved in making the brochure and it was in a bright format using straightforward language. There was also a brochure for adults such as social workers and parents which gave them the information they needed.

Areas for improvement

The service aimed to continue to make sure young people were involved in discussing and planning their support.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

The service provider ensured staff members were offered a comprehensive range of training to meet young people's health needs. This included good quality training on separation and loss. Staff and management clearly demonstrated an understanding of the emotional difficulties that young people could face.

We saw evidence of effective planning by the service to make sure young people were fully supported with any changes or events, such as moving on to other services or to independent living. Changes were well managed with the needs of young people a clear priority. Where circumstances allowed, there were detailed records about the lead up to any change, making sure young people were comfortable and had the time they needed to adapt.

The service's commitment to the Getting it Right for Every Child (GIRFEC) approach was clearly demonstrated in its performance. Outcomes such as making sure young people were nurtured and healthy formed the basis of care planning. It was evident young people viewed the service as their home, describing staff as "like family".

The service provider's Corporate Parenting Strategy clearly outlined its goal for staff to have the same aspirations for young people who were accommodated as they would for their own children or relatives. This was demonstrated in the way the service responded to young people's needs and their hopes and wishes. It made sure young people benefited from many positive experiences, including hobbies, trips and holidays.

The service effectively supported young people with education and employment. Young people told us they got lots of encouragement from staff members who always praised their successes and supported them with any problems.

The service clearly encouraged and enjoyed ongoing contact with young people who had left the service. If they had any problems or simply wanted to pop in for a chat they were clearly welcome. Young people were able to remain at the service until they were ready to leave and given all the support they needed. In speaking to young people who were well into their teenage years it was clear this offered them considerable reassurance and a sense of security. They knew there would be no unnecessary pressure placed on them to leave the service.

We could see young people were well supported to keep in good health. They had regular health reviews which were carried out by the service's LAAC (Looked After and Accommodated Children) nurse. When young people moved into the service they had a full health assessment to make sure any problems were addressed without delay.

There were then regular health checks just to make sure there were no problems. LAAC nurses worked with the service in its approach to medication, helping the service to assess young people's ability to take responsibility for their own medication. If young people were taking medication the service recorded all the necessary information about it.

Records we examined relating to medication were clear and comprehensive. A young person had written in their own words what medication they were prescribed. There was full information about things like key side effects.

The service had a new cook and feedback about her from staff and young people were very positive. Young people were clear they had a lot of choice. They said they were consulted about their favourite food and offered good quality meals and lots of home baking.

Areas for improvement

The service aimed to continue to work with health professionals with a view to addressing any health problems young people had.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

Service strengths

In Quality Statement 1.1 we described the service's approach to involving young people and getting their views. It was clear young people had been fully involved in discussions about the move. They had chosen their own bedroom furniture and had advised decorators what colour scheme they wanted, including wallpaper and bedding. The service had kept a large number of wallpaper and material samples which young people looked through to help them choose. We could see these samples were good quality.

Areas for improvement

The service continued to make sure young people were fully involved in discussions around their move to new accommodation.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We make sure that the environment is safe and service users are protected.

Service strengths

The service's accommodation was in a quiet residential area set upon a hill overlooking the River Clyde. It provided a pleasant and safe environment for young people with open views and a good degree of privacy. It was a small service and the building was homely and welcoming with attractively decorated rooms. Young people clearly liked their accommodation but were looking forward to moving to a purpose built service with a lot of modern features.

We could see that important repairs were carried out without delay. If the service considered a repair to be urgent it was generally seen to within 24 hours by the local authority's building services. The service also benefited from having input from a handyman who took responsibility for minor repairs and upkeep of the building.

The service had information which helped staff to support young people at times of particular stress or crisis. Individual Crisis Management Plans (ICMPs) were held for each young person and these identified the best ways to respond. These offered guidance on how to respond to young people when they were getting upset or distressed. There was good detail in these and a focus on staff knowing the needs of each young person and being able to help calm things down. Staff clearly had a positive approach to young people who were presenting problems. We found sanctions were applied fairly and there was an emphasis on rewards and praise for good behaviour.

When we asked young people how staff members responded to young people who were not behaving well they made the following comments:

"If young people do something wrong staff talk about it with them and are good at dealing with it"

"If staff feel I'm putting myself at risk they discuss it with me. They care just like they would about their own family"

If there were any serious incidents at the service staff recorded these. The service manager examined these records and made sure any changes to care plans were made. External managers also viewed this information. This helped them to monitor how effectively the service was responding to incidents.

As discussed, the child protection team worked with staff to monitor young people's safety and well being. All staff had received child protection training and were issued with pocket sized reference card. There was multi agency training given which gave

staff opportunities to discuss best practice and learn from other workers' experiences and knowledge.

Areas for improvement

The service had identified some areas of risk assessment documents that it wanted to develop to ensure the involvement of young people.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

In previous Quality Statements we referred to the different ways young people participated and expressed their views. We found young people and carers were consulted about the quality of staff. The service provider's participation strategy ensured young people were involved in decisions about things that affected them, including staff and training issues.

We found young people continued to be involved in staff recruitment, including interviews. It was clear their views were listened to by staff and that their participation in staff recruitment was considered vital by the service provider.

The service provider demonstrated that young people's views and opinions were featured in staff training events. Using different methods such as podcasts, art and drama, these views provide a focus and support staff in their development.

Areas for improvement

The service aimed to continue to involve young people in staff development and training.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths

It was clear the service provider made sure staff training and development opportunities focused fully on young people's needs and wishes. As discussed, their views featured highly in various staff events and training. Within the service we found staff and management reflected this child centred approach. Staff we met with spoke in very positive terms about young people at the service and how they were getting on. Discussion always related to young people's quality of experience and not to issues affecting the staff team or working conditions.

We found the management and staff team, including ancillary staff, demonstrated a commitment to providing a homely environment and a good quality service. As discussed, there was an emphasis on praise and nurturing rather than sanctions. There was a high level of flexibility in staffing arrangements to make sure young people's needs were met.

Young people expressed positive views about staff describing them as "brilliant" and "caring". One young person described her key worker as "just like my mum".

The service worked with staff within their own organisation and in other departments to make sure young people were getting the support they needed. For example, we found there was effective joint work with education to make sure young people had all the support they needed to settle and achieve at school. Where young people were experiencing significant problems in school alternative provision was accessed without delay.

The service provider clearly supported staff to develop their skills with a range of training opportunities and learning methods available. It was clear the management team within the service fully supported staff to achieve their potential and led by example. Staff received regular, good quality formal supervision and appraisal.

We found the service provider listened to staff views and consulted with staff members about changes or developments. Staff members we spoke with told us they were well supported and valued by the organisation.

It was clear performance was openly discussed within the staff team, at meetings and development days. Again the focus was consistently on the outcomes for young people. Staff were encouraged to contribute to discussions about performance and improvement. Line managers helped staff to develop their skills to a high level and play a part in service planning and evaluation.

Areas for improvement

The service manager and external manager were aware of some staff who demonstrated significant potential and were ready for new opportunities. Consideration was being given to providing opportunities for staff to use their skills and knowledge.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths

In previous Quality Statements we discussed young people's involvement and how they expressed their views about the service. There was a clear commitment at organisational level to making sure young people had a say about things that affected them. As well as expectations of participation at service level, there was an ongoing programme of larger events. These were focused on things like education and internet access. Young people took part in discussion and outcomes and action plans were recorded.

We have also referred to young people's involvement in staff training and recruitment. Young people had participated in interviews for senior staff and continued to provide input for training and development days.

We found staff supervision and appraisal focused on the needs of young people and referred to their views. It was clear the service provider maintained a commitment to continuous improvement with feedback from young people and their representatives forming the basis of development plans.

Carers and young people made positive comments about the service manager and deputy manager. Staff confirmed they were approachable and supportive and committed to providing good quality outcomes for young people.

The service's self-assessment document clearly referred to staff and young people's views. This demonstrated a focus on young people and the outcomes for them.

Areas for improvement

The opportunities young people had to get involved at organisational level and give feedback were always being reviewed.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 4

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

Service strengths

As discussed, the service demonstrated excellent participation arrangements which meant it monitored the outcomes for young people. This was clearly the basis of the service's approach to quality assurance. The service involved young people in quality checks and in development plans. They participated in recruitment and training, making sure they were satisfied with the skills and knowledge of staff.

The service demonstrated a range of internal and external audits and checks designed to monitor quality. The service manager completed an annual self assessment which was verified by external managers. Any areas for improvement were identified and action plans agreed where necessary. External managers also carried out quarterly audits.

The service manager ensured she was available at the service during different shifts to meet with staff and observe practices. Supervision and appraisal meetings involved thorough discussion about staff performance and any areas for development identified. In speaking with staff we found they demonstrated a dedication to achieving good outcomes for young people.

We found the service provider maintained links with professional organisations and child care education centres. Representatives regularly attended learning events and conferences to contribute to discussions about good practice in child care. This involvement in wider networks promoted a good awareness within the organisation of new studies or developments in the area of looked after children. It was clear the service provider measured its success with reference to relevant research and best practice guidance.

We found the service benefited from effective leadership which promoted a commitment to quality assurance within the whole staff team. Staff members we spoke with demonstrated a desire to provide good quality care for young people. They told us they were supported to develop new skills and contribute to service planning. There was effective communication within the service and collaborative working between staff and managers. External managers were actively involved in monitoring the service's performance and maintained a high profile within the service. They knew young people and young people were familiar with them.

Areas for improvement

The service aimed to continue to monitor its performance, listening to young people's views.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

5 Summary of grades

| | |
|---|---------------|
| Quality of Care and Support - 6 - Excellent | |
| Statement 1 | 6 - Excellent |
| Statement 3 | 6 - Excellent |
| Quality of Environment - 6 - Excellent | |
| Statement 1 | 6 - Excellent |
| Statement 2 | 6 - Excellent |
| Quality of Staffing - 6 - Excellent | |
| Statement 1 | 6 - Excellent |
| Statement 3 | 6 - Excellent |
| Quality of Management and Leadership - 6 - Excellent | |
| Statement 1 | 6 - Excellent |
| Statement 4 | 6 - Excellent |

6 Inspection and grading history

| Date | Type | Gradings |
|-------------|-------------|--|
| 31 Aug 2011 | Unannounced | Care and support 6 - Excellent Environment 6 - Excellent Staffing Not Assessed Management and Leadership Not Assessed |
| 24 Jan 2011 | Unannounced | Care and support 6 - Excellent Environment Not Assessed Staffing Not Assessed Management and Leadership Not Assessed |
| 27 Jul 2010 | Announced | Care and support 6 - Excellent Environment Not Assessed Staffing Not Assessed Management and Leadership 6 - Excellent |

| | | | |
|-------------|-------------|--|--|
| | | | |
| 19 Mar 2010 | Unannounced | Care and support Environment Staffing Management and Leadership | 6 - Excellent Not Assessed 6 - Excellent Not Assessed |
| 5 Oct 2009 | Announced | Care and support Environment Staffing Management and Leadership | 6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good |
| 11 Feb 2009 | Unannounced | Care and support Environment Staffing Management and Leadership | 6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good |
| 15 Oct 2008 | Announced | Care and support Environment Staffing Management and Leadership | 6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good |

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

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ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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