

Care service inspection report

Crossroads Care - Skye & Lochalsh

Support Service Care at Home

Kings House

The Green

Portree

IV51 9BS

Telephone: 01478 612399

Inspected by: Lynne O'Donnell

Type of inspection: Announced (Short Notice)

Inspection completed on: 5 March 2014



HAPPY TO TRANSLATE

Contents

	Page No
Summary	3
1 About the service we inspected	5
2 How we inspected this service	7
3 The inspection	11
4 Other information	23
5 Summary of grades	24
6 Inspection and grading history	24

Service provided by:

Crossroads Care - Skye & Lochalsh

Service provider number:

SP2005007188

Care service number:

CS2005087104

Contact details for the inspector who inspected this service:

Lynne O'Donnell

Telephone 01463 227630

Email enquiries@careinspectorate.com

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 Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

What the service does well

Crossroads care provides a person centred care and support service which promotes personal choice and preferences and supports people to maintain their independence.

The support service and people who use it benefit from a continuity of care which is provided by a longstanding established staff team who have the skills and experience necessary to support people within the community.

What the service could do better

The manager is to introduce a more formal system for staff supervision.

What the service has done since the last inspection

Crossroads Care has maintained the excellent standards achieved at the last inspection in November 2012.

We could see that they are pro-active in the ongoing evaluation and development of service provision and are responsible to local needs.

The manager is to introduce new care planning documentation which will further support the person centred approach provided.

Conclusion

Crossroads Care Skye and Lochalsh continues to provide an excellent level of service.

Staff are able to develop effective supportive relationships with people and provide a flexible service which responds to their individual needs and choices.

Everyone we spoke with was very happy with the quality of service provided and spoke highly of the manager and staff team.

Who did this inspection

Lynne O'Donnell

1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at www.careinspectorate.com

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

Requirements and recommendations

If we are concerned about some aspect of a service, or think it could do more to improve, we may make a recommendation or requirement.

- A recommendation is a statement that sets out actions the care service provider should take to improve or develop the quality of the service, but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, relevant codes of practice and recognised good practice.

- A requirement is a statement which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 and Regulations or Orders made under the Act or a condition of registration. Where there are breaches of Regulations, Orders or Conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Inspectorate.

Crossroads Care - Skye and Lochalsh is a voluntary organisation which provides Care at Home services. The service provides respite care and support for carers of people of all ages who reside within Skye and Lochalsh.

The aims and objectives of the service are:

- * To ensure that the service provided meets the needs of the carer and person with care needs.
- * To offer a flexible service allowing the carer freedom of choice and to maintain their independence.
- * To consult with carers and those with care needs about the support they want from Crossroads.

The core values of the service are that:

- * Crossroads is committed to treating carers and people with care needs with respect and sensitivity, recognising the dignity and value of each person for whom a service is provided. Confidentiality will be maintained at all times.
- * Carers and people with care needs will be supported in exercising self-

determination, making choices and maintaining their independence.

* Crossroads is committed to responding to the diversity of needs presented and developing appropriate quality services. These will be flexible to meet the needs of each carer and each person with care needs.

Service users and their carers are supported by the manager, administrator and identified key care and support staff.

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 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 report after an announced short notice inspection on 20 February with a return visit to provide feedback to the manager on 5 March 2014. In between these visits we made telephone contact with some of the carers of those people who receive a service.

This inspection was carried out by Inspector Lynne O'Donnell.

As part of the inspection we took into account the completed annual return and self assessment that we asked the providers to submit.

We received ten completed Care Inspectorate questionnaires from people who use the service and/or their carers and twelve completed questionnaires from staff members.

During this inspection we gathered evidence from various sources including the following:

- * Certificate of Registration
- * Staffing Schedule
- * Information Brochure
- * Participation Policy and Strategy
- * Charter of Rights
- * Records of service user and carer involvement - including meetings, questionnaires
- * Service user care and support plans, including reviews
- * Staff rotas
- * Staff training and supervision records
- * Risk assessments
- * Complaints policy and procedures
- * Quality assurance system and records including audits

We spoke to the following people:

Four Relatives

The Manager

Chairman of the Board

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.

The manager completed a self assessment electronically. This provided a good level of detail as to identified strengths of the service along with any areas for development they had identified.

Taking the views of people using the care service into account

Comments from people who use the service have been recorded throughout the report. Additional comments received included:

'All of the (care staff) are all lovely and are very good to me.'

'Very happy with service - gets me out and about and I look forward to it.'

'Everything excellent - a million thanks.'

'I have been using the Crossroads service for over x years and have found to be reliable and flexible. It gives me time to myself. Staff are great.'

'The service is second to none.'

'They are always on time.'

'They have a can do approach and are knowledgeable and understanding.'

'Its the highlight of the week.'

'They adapt to your circumstances.'

'Very very very good and very very very happy with staff.'

Taking carers' views into account

Comments from carers included:

'They are invaluable and a part of our lives.'

'This is a wonderful service and long may it continue.'

'Crossroads has been a tremendous help and staff go beyond their remit.'

'Absolutely delighted.'

'Wonderful.'

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

Crossroads Care achieved a grade of 6 - Excellent at their last inspection in November 2012. During this inspection we met and spoke with the manager, spoke with carers of people who use the service, obtained feedback through questionnaires and reviewed relevant documentation and additional evidence which supported the strengths detailed in this quality statement.

Taking all of this into consideration we concluded that the service has worked hard to maintain the grade at 6 - Excellent for this quality statement.

The service has a participation strategy which is kept under review. This demonstrates a commitment to ensuring people are able to participate in the evaluation of the service through involvement and consultation.

We could see that the service values the views of the people who use their service and their carers. They ensure that people are fully involved in all decision-making processes from their initial contact with the service, through to the service provided and the evaluation of this.

Crossroads Care has an informative booklet which provides detailed information as to what they can offer along in terms of support they can provide for both service users and their carer's and other information including other services that are available locally. This was seen to include information regarding:

- * Crossroads Care and its mission statement and aims and objectives
- * Details and guidance as to the services they can provide

- * Details of how service users can become involved through assessments, reviews of their care and support, surveys and on-going telephone contact
- * Local advocacy services
- * Complaints procedure

In discussion with the manager and through records seen we could see that she maintains regular telephone contact. The carers we spoke with confirmed they had regular contact from the manager and that they felt very involved in any of the decisions and agreements made in relation to the quality, type and level of support they and their relatives received.

The service has introduced a new questionnaire to gain feedback from those who use the service and their carers. The questionnaires use the principles of the National Care Standards for Support Services and the questions contained within covered all aspects of the service from the information people were given at the start, the service received, staffing and management arrangements. We could see evidence throughout the inspection that the service aims to promote these principles throughout all that they do resulting in a well run service with a strong focus on person centred values which respected individual wishes and preferences and promoted choice.

As part of the latest consultation using the questionnaires people were asked if they would be interested in joining a representatives group or forum and whether they would be interested in becoming involved in the recruitment of new staff. The manager has had a good response to this.

In order to promote participation from those who receive a service all staff receive training on participation as part of their induction training so that they can support people to put forward their ideas and suggestions.

In evaluating the questionnaires we received and in discussion with carers of people who used the service we concluded that the staff team provided a very caring and personal approach from staff, who were flexible and responded to individual needs and wishes. A number of the staff team have worked within the service for a long time and have been able to build long-established supportive relationships with the people who use the service and their carers.

Minutes of meetings, information about the service and other relevant information is included within newsletters which are available to all interested parties.

The service also maintains a Facebook page for those service users and carers who like to access information on-line which again provides up to date information for them.

Representatives from Crossroads Care have been involved in the pilot project for the 'Reshaping Care for Older People'. This is a Scottish Government initiative aimed at

improving services for older people. Service users and their carers have been involved within this along with staff. They have attended focus groups and open days and completed surveys. The manager and director were keen to ensure that the views of their service users and carers were heard within this project.

Comments from staff and carers included:

'I feel proud and privileged to work for Crossroads, a local charity that puts people at the centre of its work.'

Areas for improvement

The service should continue to maintain the excellent standard they have achieved in this quality statement.

They should continue to ensure that their service users and carers are able to actively participate and feedback on all aspects of the service provided.

The manager has already identified that they will be using the outcomes from the 'Reshaping Care' project to further develop their own service by looking at providing befriending services.

The manager also identified that feedback from their service users and carers indicates that they would currently prefer to have informal group sessions or focus group and are to identify venues and dates to hold these informal sessions.

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

Crossroads Care achieved a grade of 6 - Excellent at their last inspection.

In taking into consideration all of the information gathered during this inspection, records seen, discussion with carers and discussions with the manager and chairman of the board we concluded that the service has maintained their grading of 6 - Excellent.

We reviewed the care and support plans and found them to be very detailed with very good information about the individual and their needs. The plans were written with a strong person centred focus with the expectations of both the service user and their carer discussed and recorded.

The manager ensures that the service user and their carer are involved in agreeing the service to be provided, the aims of providing the service and reviews of this to ensure all information is up to date, accurate and reflective of support needs.

Through feedback from carers we concluded that the staff team provide a flexible service that meets their individual needs and preferences, often providing a service which exceeds basic expectations of support.

The manager and staff have developed an informative personal profile for everyone. This was seen to give details of personal histories, any medical conditions and how this may affect the person, personal likes and dislikes, individual preferences and details of a person's aspirations, interests and what they wish to do or achieve through the support of the service.

Comprehensive risk assessments are completed which identify any risks and the precautions to take when providing care and support to minimise the risk whilst promoting and maintaining independence.

A full care needs assessment is completed which covers all aspects of health and involvement in activities of daily living.

An assessment of the carers needs is also completed to ensure that the service is also meeting the needs and expectations of the carer along with those of their relative.

Where appropriate care and support plans also included details of any other health care professionals or services who are also involved in the persons care and support. This supported continuity of care for the person concerned. In addition the manager confirmed that wherever possible each person receiving a service did so from the same staff members. This allows trusting relationships to develop and helps people to feel comfortable and confident with the service provided.

We could see that the staff team monitor and respond to any changes in a service users health and wellbeing and that they seek advice and guidance in order that they can appropriately care and support each person.

During care and support reviews the aims and objectives agreed are revisited and discussed to see if these have been achieved, if they need updating and if there are any revisions required.

We saw that service users and their carer's are encouraged to complete a questionnaire as part of their reviews. Within this they can provide feedback on areas such as if they feel safer in receiving a service, if it has enabled them to do more things and see more people and if it supports them to live the life the way they wish to do so. In discussion with carers and through completed questionnaires received we

could see that staff have supported people to achieve this.

Comments from staff and carers included:

'Crossroads epitomises the true meaning of person centred support and is so well supported in our community.'

'The care my (relative) received was outstanding.'

'Without the Crossroads ladies I would not be able to live here on my own.'

'It helps me to get out - I am so happy to get out.'

'They give us time and it is precious and priceless.'

'It enhances my day by 100%, great company and willing to assist with chores I cannot deal with myself..... my trips out are great, I start to get ready the day before and I think that says it all.'

Areas for improvement

The manager advised that they are to introduce new personal care planning documentation. The formats for these were seen and it is considered will build on the person centred approach already in place within the service. There is guidance in place for staff in the completion of these.

The manager also advised that they are to use the outcomes of the 'Reshaping Care for Older People' project in Skye and Lochalsh to develop further services for people dependent on demand within the local area.

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

Please refer to the strengths detailed under quality statement 1.1 for information which supports the grade we have awarded for this quality statement.

Areas for improvement

Please refer to the areas for improvement detailed under quality statement 1.1 for information which supports the grade we have awarded for this quality statement.

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

The grade awarded for this quality statement in the last inspection report in November 2012 was 6 - Excellent.

When considering all information and evidence gathered during this inspection we consider that the service has maintained a grade of 6 - Excellent.

We saw that the manager follows a robust recruitment process for all new staff. All required checks are carried out and information received prior to the commencement of employment, including follow-up and additional checks if required.

All new staff receive detailed and informative induction training. We could see that the training provided was based on the principles and values of Crossroads Care and National Care Standards. Induction training was seen to include all aspects of practical care practice and support. In addition staff are provided with initial training including

person centred care, principles and values and personal approaches to care to promote the person centred approach of the service.

Each year the manager develops a training plan for the staff team. We saw the plan for the current year. This includes the aims and objectives in providing training for both care staff and the Board members, identifies the development needs of the staff, how these are to be met and the resources required to do so.

The training plan identifies mandatory and refresher training for the staff team including; moving and handling, first aid, food hygiene and child and adult protection.

In addition further training has been provided in areas such as dementia care, palliative care, personalisation agenda, Huntington's disease, medication and young carer awareness to meet the specific needs of people the staff support.

There is a commitment to providing training to achieve a Scottish Vocational Qualification (SVQ) in care and support. Funding has been resourced to provide this to staff.

All staff have their own personal training and development records within which they keep evidence of the training and learning sessions that they have attended.

The manager ensured that the staff team had regular support and supervision sessions and annual appraisals were completed appropriately.

Whilst there are formal annual appraisals in place, individual supervision is carried out on a more informal basis. Regular staff meetings are held which give staff the opportunity to come together as a team, share information, discuss any issues or concerns and be provided with any information as to changes within the service provision.

All staff are provided with a staff questionnaire. These ask staff to respond to questions on all aspects of the service and all responses are sent to the Board of Directors for them to evaluate the outcomes. These also give staff an opportunity to have a say and input into the organisational plans for service development and future planning.

All of the carers we spoke with were very positive of their experience and interaction with the staff team who they considered had the necessary skills and experience and provided an excellent service.

Comments from staff included:

'Regular meetings are held with all staff to ensure team work and the management team support care attendants on a daily basis.'

'Training is always available to staff internally and externally.'

'Crossroads are a great team.'

'We are all kept up to date with training.'

'We are given great support from our management and are treated well.'

Comments from people who use the service included:

'The staff are great.'

'The staff go beyond their remit and excel in their work.'

'I'm sure that I am not alone when I say that I cannot praise the carers from Portree highly enough.'

'I need to be nudged gently and with kindness and humour and my main carer does this perfectly, as do the other carers.'

'The girls are so kind and would do anything for me.'

'They are all very kind and helpful.'

'(my Relative) looked forward to the visit from her Crossroads carers. The two ladies involved went way beyond what they were paid to do. She particularly like the way they treated her as a friend rather than a patient.'

'The staff are like friends visiting not someone just doing their job.'

Areas for improvement

Staff are to complete a supervision agreement which will determine the frequency of supervision, record their agreement to attend and participate and the aims and objectives behind staff supervision. We saw from records and forms used for supervision that these sessions will give staff and the manager opportunity to discuss any aspect of service delivery, individual practice and identify any training needs.

The service should continue to maintain the excellent standards they have achieved in developing a motivated, professional and committed staff team by ensuring that staff have continued access to training to support their individual development needs.

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

Please refer to the strengths detailed under quality statement 1.1 for information which supports the grade we have awarded for this quality statement.

Areas for improvement

Please refer to the areas for improvement detailed under quality statement 1.1 for information which supports the grade we have awarded for this quality statement.

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

The grade awarded for this quality statement at the last inspection in November 2012 was 6 - Excellent.

In considering all of the evidence and information we saw during this inspection and reviewing the documentation and the feedback received from carers and staff we concluded that the service has maintained a grade at 6 - Excellent.

Information recorded under the participation statements and quality statements 1.3 and 3.3 is also relevant to aspects of this quality statement.

Crossroads Care has a charter of rights in place in respect of the people who use the service that clearly states their rights and expectations of what they can expect from the service. There are clear aims and objectives in place which reflect the values and principles of the service.

Management and the Board of Directors are involved in a number of forums and consultation groups within the local area. These include the 'Reshaping Care' project, Health and Social Care Forum, District Partnership Forums and other consultations. This enables them to keep up to date with local changes, proposed changes and allows them to put forward the views of the people they provide services to.

The Chairman of the Board also represents local interests on the national Crossroads Caring Board.

The service has a robust internal quality assurance system in place. They currently use the national Crossroads Quality Assurance Scheme (CROQAS) which sets standards for all aspects of running a local service, including governance, management and care practice. The service assesses themselves against all of the standards and this is verified by an external quality assessor.

Each year the Board of Directors and the manager will produce a business plan, annual service plan, training plan and fundraising strategy.

The annual plan covers governance, care services provided, contracts and funding, finance and management, training and development and quality of service provision. Throughout the year the Board will revisit each of the plans and review progress towards this. The Board meets regularly and the manager reports directly to them on all aspects of the service. This means that there is ongoing monitoring of service provision and the quality of these services.

From the above we could see that the service is committed to following best practice guidelines and assesses and monitors service provision on an ongoing basis.

We saw that the manager and Board of Directors had good professional and supportive relationships with common goals to deliver a high quality service.

We consider that the person centred approach, the promotion of values and standards, the focus on the participation of people who use or work within the service and the commitment to using high quality assurance systems resulted in a well-run service which delivered high standards of care and support.

Comments from staff and carers included:

'All staff are encouraged to have a pro-active role in improving the service and enhancing the service users experience.'

'The manager is spot on, you can't get any better.'

Areas for improvement

The manager identified that they are to use outcomes from the 'Reshaping Care' project to inform future service development.

The service should continue to develop their quality assurance systems to ensure on-going evaluation to support the high standards of service provision and maintain the excellent standards seen.

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 the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme 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 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	
12 Nov 2012	Unannounced	Care and support	6 - Excellent
		Staffing	6 - Excellent
		Management and Leadership	6 - Excellent
3 Mar 2011	Announced	Care and support	6 - Excellent
		Staffing	Not Assessed
		Management and Leadership	Not Assessed
10 Mar 2010	Announced	Care and support	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	Not Assessed
3 Mar 2009	Announced	Care and support	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good

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

To find out more about our inspections and inspection reports

Read our leaflet 'How we inspect'. You can download it from our website or ask us to send you a copy by telephoning us on 0845 600 9527.

This inspection report is published by the Care Inspectorate. You can get more copies of this report and others by downloading it from our website: www.careinspectorate.com or by telephoning 0845 600 9527.

Translations and alternative formats

This inspection report is available in other languages and formats on request.

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

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

ہے بایتسرد می ونابز رگی دی روا ولکش رگی دی رپ شرازگ تعاشا ہی

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

ی ر خ ا ت اغ ل ب و ت ا ق ی س ن ت ب ب ل ط ل ا د ن ع ر ف ا و ت م ر و ش ن م ل ا ا ذ ه

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

Telephone: 0845 600 9527

Email: enquiries@careinspectorate.com

Web: www.careinspectorate.com