

Lakeview Rest Homes Limited

The Moorings

Inspection report

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Lytham St Annes
Lancashire
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Ratings

Overall rating for this service	Good ●
Is the service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Good ●
Is the service responsive?	Good ●
Is the service well-led?	Good ●

Summary of findings

Overall summary

This inspection was carried out on the 04 and 05 October 2016 and the first day was unannounced.

Lakeview Rest Homes Limited provides care and support to people who lived at The Moorings. The home is a registered care home situated in Lytham St Annes. It is located close to public transport links, leisure and shopping facilities. It is registered to provide accommodation for up to 78 older people. The building is a five storey property with two courtyard areas for people to enjoy.

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

During the inspection the registered manager informed us they were in the process of carrying out other work for the registered provider. This was to improve the quality assurance systems within the registered provider's homes. They explained there was a new manager in place at the Moorings who was receiving support from them, to ensure a smooth transition. The new manager would be registering with the Care Quality Commission. This was confirmed by speaking with the new manager.

The Moorings was registered with the Care Quality Commission in April 2015. This was the first inspection of the service.

At this inspection visit carried out in October 2016, there were 43 people who lived at the home. People we spoke with said they were happy with the care and support they received. People told us staff were caring and were knowledgeable of their individual needs. People described staff as, "Kind and attentive." And, "Caring and loving."

People were encouraged and enabled to take part in meaningful activities which enriched their lives. The management of The Moorings supported people to give feedback on the activities and responded to this feedback to improve the activities provided. People told us they considered the activities had a positive impact on their lives. We were told, "I'm doing more now than I ever did, every day is different and I look forward to getting up every day." And, "I'm still living my life. Not just sitting around till each mealtime. I'm still me, not just an old person."

People who received care and support told us they felt safe. Staff were able to define abuse and the actions to take if they suspected people were being abused.

We found medicines were managed safely. Staff were knowledgeable of the systems in place for the ordering, storage and receipt of medicines.

We saw appropriate recruitment checks were carried out to ensure suitable people were employed to work at The Moorings.

There were sufficient staff to meet people's needs. People were supported in a prompt manner and told us they had no concerns with the availability of staff.

Staff received regular support from the management team to ensure training needs were identified. We found staff received appropriate training to enable them to meet peoples' needs.

Processes were in place to ensure people's freedom was not inappropriately restricted. Staff told us they would report any concerns to the registered manager.

We saw people were offered a variety of foods at The Moorings and people were supported to eat and drink sufficient to meet their needs. People told us they liked the food provided.

People were referred to other health professionals for further advice and support when assessed needs indicated this was appropriate and documentation we viewed reflected this.

Staff treated people with respect and kindness. People told us they were involved in their care planning.

There was a complaints policy in place, which was understood by staff. People told us they would talk to staff if they had any concerns.

Quality assurance checks were carried out to ensure areas of improvement were identified and acted upon. People who lived at The Moorings and their relatives were offered the opportunity to participate in an annual survey.

The environment was clean, spacious and well maintained. We saw aids were in place to support people who may have mobility needs and there were areas for people to socialise and relax as they wished.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

Good ●

The service was safe.

We found medicines were managed safely and people received their medicines as prescribed.

Assessments were undertaken to ensure risks to people who lived at the home were identified. Written plans were in place to manage these risks.

The staffing provision was arranged to ensure people were supported in an individual and prompt manner.

Staff were aware of the processes in place to raise safeguarding concerns if the need arose.

Is the service effective?

Good ●

The service was effective.

People's needs were assessed in accordance with their care plans.

People were enabled to make choices in relation to their food and drink and were encouraged to eat foods which met their needs and preferences.

Referrals were made to other health professionals to ensure care and treatment met people's individual needs.

The management demonstrated their understanding of the Mental Capacity Act 2005 (MCA) and Deprivation of Liberty Safeguards (DoLS).

Is the service caring?

Good ●

The service was caring.

Staff were patient when interacting with people who lived at the home and people's wishes were respected.

Staff were able to describe the likes, dislikes and preferences of

people and were knowledgeable of their needs.

People's privacy and dignity were respected.

Is the service responsive?

The service was responsive.

People were involved in the development of their care plans and documentation reflected their needs and wishes.

People were able to participate in activities which were meaningful to them and told us these enriched their lives.

There was a complaints policy in place to enable peoples' complaints to be addressed. Staff were aware of the complaints procedures in place.

Good ●

Is the service well-led?

The service was well-led.

Staff told us they were supported by the management team.

Communication between staff was good. Staff consulted with each other to ensure people's wishes were met.

There were quality assurance systems in place to identify if improvements were required.

Good ●

The Moorings

Detailed findings

Background to this inspection

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

This inspection visit was carried out on the 04 and 05 October 2016 and was unannounced. The inspection was carried out by an adult social care inspector.

Prior to the inspection visit we reviewed information the Care Quality Commission (CQC) holds about the service. This included any statutory notifications, adult safeguarding information and comments and concerns. This information helped us plan the inspection effectively.

During the inspection visit we spoke with eight people who lived at The Moorings. We spoke with the registered manager for the home, the new manager, the deputy manager and the care manager. We also spoke with three care staff, the chef, the hospitality manager, the maintenance person and the activities co-ordinator. In addition we spoke with one external health professional and three relatives of people who lived at The Moorings. We did this to ascertain their views on the service provided.

We looked at all areas of The Moorings, for example, we viewed the lounges and dining area, bedrooms and the kitchen. This was so we could observe interactions between people who lived at the home and staff.

We looked at a range of documentation which included four care records of people who lived at Moorings. We viewed a range of other documentation in relation to the management of the service. These included records of meetings and health and safety certification. In addition we viewed recruitment and training records, medicine records and quality assurance records.

Is the service safe?

Our findings

People who lived at The Moorings told us they felt safe. Comments we received included, "I feel very safe here. I'm looked after well." And, "I'm safe because the staff are caring and know me so well." Also, "I've never felt safer. The home looks after me well." Relatives also told us they considered their family members were safe. We were told, "I would say [my family member] is safe." And, "Yes. [My family member] is safe. I can go away and not worry."

We viewed four care records relating to people who lived at The Moorings. We did this look how risks were identified and managed. Individualised risk assessments were carried out appropriate to peoples' needs. Care documentation contained instruction for staff to ensure risks were minimised. For example, we saw one person required specific equipment and support to mobilise. We saw the risk assessment was followed by staff to ensure the person's wellbeing was maintained. Staff we spoke with were able to explain the person's needs and the reasons for the support the person required. This demonstrated staff were knowledgeable of the risks identified and how to suitably address these.

We checked that accidents and incidents were recorded and monitored. We saw accident and incident forms were completed and then reviewed to ensure no further action was required to maintain peoples' safety. The registered manager explained if further actions were required, this was implemented and discussed with staff. Staff we spoke with confirmed this.

Staff we spoke with told us they had received training to deal with safeguarding concerns. Staff were able to describe the types of abuse which may occur and how symptoms of these may present. They told us they would immediately report any concerns they had to their line manager or to the local safeguarding authorities if this was required. Staff were confident any concerns they had would be addressed. One staff member told us, "The contact details for safeguarding are everywhere. They're in the office and on the backs of toilet doors for everyone to access. They're also in the booklet in people's rooms." A further member of staff said, "We want people to report any worries, it helps keep people safe."

People who lived at The Moorings were complimentary regarding the staffing provision at the home. We were told, "When I ring my bell they come to help me." And, "Staff come almost immediately." A further person said, "Staff are often busy but I don't have to wait."

Two relatives we spoke with voiced no concerns regarding the staffing provision at the home. They told us staff were available to support their family member. Comments we received included, "Staffing isn't a problem here." And, "[My family member] has never said anything to worry me about the staffing and there's always someone about." A further relative told us they considered more staff were sometimes required. They told us staff responded to their family member's needs but they had on occasion, had to wait for support.

We asked the registered manager and care manager how they ensured enough staff were available to meet people's needs. They told us they assessed people's needs and took their personal preferences and wishes into account. For example people were encouraged to choose the time they got up and went to bed, or what

they wanted their daily routine to be. They explained this helped ensure staff were available to support people. They further explained if people's needs changed they would ensure additional staffing was provided to ensure people's safety. The registered manager and care manager told us they were currently recruiting to ensure sufficient staff were available to support people. Staff we spoke with confirmed our discussions.

We reviewed one week's rota for The Moorings and saw the number of staff available was consistent with the registered manager's explanation. We also timed four call bells during busy times and found staff responded quickly to these.

We reviewed recruitment records to ensure suitable recruitment checks were carried out. We reviewed the files of a member of staff who had recently been employed and saw the required checks were completed. We noted appropriate references were obtained and there was a checklist in place to ensure all required documentation and checks were carried out prior to the staff member starting work at The Moorings. In addition we spoke with two newly recruited members of staff who told us they had completed a disclosure and barring check (DBS) prior to being employed. This is a check which helps ensure suitable people were employed. They also confirmed references had been obtained prior to their employment starting.

During this inspection visit we checked to see if medicines were managed safely. The Moorings operated a computer based medicines administration system. Staff we spoke with were able to explain how the system operated and the processes in place for the ordering and receipt of medicines. We checked the stock of two people's medicines and saw the records and the amount of medicines matched. This indicated medicines were being administered correctly. We observed medicines being administered and saw the staff member was diligent in their duties. We noted the staff member sought consent before people were given their medicines and stayed with them to ensure the medicines had been taken. This minimised the risk of harm occurring.

We spoke with one person who told us they administered their own medicines. They explained this had been discussed with them by staff and their medicines were stored securely in their room. They said, "I self-medicate. It's my choice and staff check everything's going well." They informed us staff had completed a risk assessment with them and they regularly checked to see if additional support was required. They commented, "It's all written down in my care plan." We saw documentation which confirmed this.

We saw checks were carried out to ensure the environment was maintained to a safe standard. We saw documentation which evidenced electrical and gas equipment was checked to ensure its safety. We also saw the temperature of water was monitored to ensure the risk of scalds had been minimised. Regular water testing took place to minimise the risk of legionella developing within the home. The registered manager told us regular cleaning of showerheads took place to ensure the risk of legionella was minimised and we saw documentation which confirmed this.

There was a fire risk assessment in place and the staff we spoke with were knowledgeable of this. Each person had a personal emergency evacuation plan. This meant staff had written guidance on the support people needed to evacuate in the event of an emergency.

Is the service effective?

Our findings

People who lived at The Moorings spoke positively about the support they received from staff. People told us staff supported them in the way they had agreed and they found staff were knowledgeable of their needs. Comments we received from people who lived at The Moorings included, "Staff know me inside out." And, "Of course staff know me. They know me because they asked and we went over what I wanted." Relatives we spoke with described the care and support as, "It's good care here." And, "Very good."

We found people were supported to see other health professionals as required. Care records evidenced people had access to external professional advice as required. For example we saw evidence of involvement from district nurses and doctors.

People who lived at The Moorings also confirmed they had access to external health support. We were told, "Doctors, dentists, opticians. Staff sort all that out for me." And, "Staff arrange all my health appointments at my request, they always talk to me first." A further person described a current health issue. They told us they involved staff who responded to their needs. They said, "Staff are very aware and working with me." Relatives we spoke with commented, "[My family member] gets all their appointments when they need them." And, "Staff picked up [my family member] was ill and the doctor came out and sorted it out."

We spoke with one visiting health professional. They told us they considered The Moorings to be proactive when seeking further advice and guidance to improve the care for people who lived at the home. They told us they were currently discussing with the registered manager, how to implement successful joint working practices. They said the focus would be on developing a care pathway for people who needed support with skin health. We discussed this with the registered manager. They told us they had reviewed people's skin integrity assessments and wanted to ensure people who lived at The Moorings had appropriate access to external health professionals if this was required. The registered manager explained by developing a care pathway, this would ensure people were appropriately referred. They further explained people who lived at the Moorings would benefit from quick identification of any concerns and external health professionals advice. They told us, "I want the people here to have the care they should have, the best care. If this means reaching out and working with other organisations then I'll do it. The only outcome is there will be better care and better working relationships." This demonstrated the registered manager sought to work in partnership with external organisations to provide the best service possible.

We viewed four care records relating to people who lived at The Moorings. Care files evidenced people's nutritional needs were monitored. We saw people were weighed to ensure any changes in weight were noted and a record of this was kept. Staff we spoke with explained they checked people's weights regularly to ensure any significant weight loss or gain was identified and monitored. They told us if they were concerned they would make referrals to other health professionals. They said this would help ensure further professional advice was accessed when required.

People told us they liked the food at The Moorings. Comments we received included, "I've no complaints about the food." And, "The food is quite nice. I can have as much or as little as I like. There's always a choice

and you can always have a snack outside of mealtimes." Also, "The catering is good. I like the choices." We viewed menus which evidenced a wide choice of different foods were available and we saw the kitchen was well stocked with fresh fruit, vegetables and dry and tinned supplies.

We observed the lunchtime meal being served and saw people were able to eat in their rooms or in the dining area if they preferred. People were promptly provided with a meal and a drink of their choice and we observed people talking and chatting as they ate. Although the dining room was busy, people appeared relaxed and comfortable and we saw one person chose to sit and read as they ate. Staff offered people second helpings and if this was declined, desserts were offered. We saw meals provided to people who preferred to eat in their room were presented on a tray with a hot drink and were covered. We spoke with one person who confirmed the meal and drink they had received was of their choice and was hot. They said, "It was very good. All my meals are."

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 when this is in their best interests and legally authorised under the MCA. The application procedures for this in care homes and hospitals are called the Deprivation of Liberty Safeguards (DoLS).

We spoke with the registered manager of The Moorings to assess their understanding of their responsibilities regarding making appropriate applications. From our conversations it was clear they understood the processes in place. We were informed one application had been made to the supervisory body. The registered manager told us they were aware of the processes in place and would ensure these were followed if the need arose.

We asked staff to describe their understanding of the Mental Capacity Act 2005 (MCA) and Deprivation of Liberty Safeguards (DoLS) and how this related to the day to day practice in the home. Staff could give examples of practices that may be considered restrictive and said any concerns would be reported to the registered manager. Staff told us they had received training in this area and were knowledgeable of the processes in place to ensure peoples' rights were upheld.

During the inspection visit we saw people's consent was sought before support was provided. We observed people being asked where they wanted to spend their time or if they wanted to join in organised activities. We saw staff respected peoples' wishes.

We asked staff if they received training to enable them to deliver care which met people's needs. Staff told us they had received an induction which included training in areas such as moving and handling, safeguarding and medicines management. They also confirmed they had regular meetings with their line manager to ensure their training needs were identified and training was refreshed. One staff member said, "I only have to ask for training and [the care manager] sorts it out." A further staff member told us, "There's always an opportunity to develop here."

We viewed a staff training matrix which recorded the training staff at The Moorings had attended. This showed staff had completed training in areas such as fire safety, mental capacity and health and safety. In addition we viewed three staff files which also evidenced staff were supported to attend training to maintain

their skills and knowledge. We saw staff had meetings with their line manager to review and discuss their performance and training. This evidenced staff had the opportunity to review their performance and development needs.

During the inspection we walked around the home to ascertain the suitability of the environment people lived in. We found the environment was well maintained and had aids such as handrails and grab rails in bathrooms to support people who may have limitations with their mobility. The home had sufficient space for people to relax or engage with others as they wished. There was a library, a theatre room, an indoor bowling green and a hairdresser's salon for use by people who lived at the home. With consent from people who lived at The Moorings, we viewed people's private rooms. We saw these were well maintained and comfortable with ensuite facilities. There was a courtyard for people to access if they wished to do so and in addition, we found seating was available at the front of the home. We asked people if they were happy with the environment at The Moorings. We were told, "Yes of course. It's stunning." And, "It's beautiful; I can't imagine anyone not being happy. It's like a five star hotel." Also, "This home is stunning."

Is the service caring?

Our findings

People who lived at The Moorings were complimentary of staff. One person described how staff had rearranged their room to suit their preferences. They told us, "That's just one example of the kindness they show." Another person said, "They comfort me when I need comfort." A further person commented, "I feel loved." One person who lived at the Moorings described their experiences. They told us staff had supported them throughout a bereavement by spending time with them, helping them with necessary arrangements and talking to them about their feelings and needs. They told us staff had never been too busy if they needed extra support. They said, "All the staff were wonderful. They were at my beck and call and without them I wouldn't have got through this."

Relatives we spoke with also told us they considered staff to be caring. One relative told us, "Staff are kind, they're very gentle with [my family member]." A further family member described staff as "loving." We spoke with one relative at length regarding the staff at The Moorings. They told us, "They're all like an extended family here, they're compassionate towards [my family member] and they're caring. That shines through."

We saw staff were caring. Our observations showed staff had knowledge of what was important to people. For example, we saw one staff member spent time with a person and talked with them about their grandchildren. The happiness and pleasure this person experienced from the conversation was evident from the expressions on their face and their response to staff.

We observed staff supported people in a caring way. When one person requested help to mobilise this was given in a way that promoted the person's independence and individuality. The staff member guided the person and there was a positive rapport between them. We heard the staff and person laughing together and there was good natured 'banter' between them. The person was smiling and welcomed the staff support.

Staff spoke respectfully and caringly about people they provided support to. For example, we asked staff what they like about working at The Moorings. Comments we received included, "I'm passionate about helping people to live independent and dignified lives." And, "My passion is helping people live independent lives." Also, "It's an absolute privilege to help such wonderful people."

The care records we viewed for The Moorings demonstrated, whenever possible, people were involved in the development of their individual care plans. We saw records were person centred and contained information about people's social interests and histories. Staff also told us people were involved and this was confirmed by people who lived at the home. People we spoke with told us they had been involved throughout the development of their care plans and influenced their care. One person described the process to us. They told us staff had asked them what they felt they needed and what help they would like. They said, "My care is my decision. They made that very clear to me."

We saw people's privacy and dignity was respected. For example, we saw staff knocked on bedroom doors and waited for a response before entering. People also told us they considered their privacy was upheld.

Without exception everyone we spoke with told us staff took care to maintain their dignity and privacy and gave examples of how this was done. One person said, "I've never been asked in public if I want to go to the bathroom. That was my worst fear when I moved in. I've never felt embarrassed or ashamed." And, "Conversations about care are private and take place in private." Also, "If I have friends here, or want to make a private call, I'm never disturbed."

During the inspection visit we saw details of external advocacy organisations were provided on people's care files. Advocacy organisations support people to express their wishes and opinions and help ensure people's rights are upheld. We discussed the provision of advocacy services with the registered manager. They told us they encouraged people to access advocacy if this was their wish and information on this was also provided in the 'Service User Guide' in people's rooms. The service user guide is a booklet which contains information about The Moorings and the services it offers. We reviewed the booklet and saw contact details were available if people wished to access advocacy services.

Is the service responsive?

Our findings

People told us the management team and staff were responsive to requests and spoke enthusiastically of their experiences of living at The Moorings. Comments we received included, "Staff can't do enough for you here." And, "If I want anything, if I need anything, it's done. Also, "We're listened to and things change because of us. That's the mark of a good home." A further person described the care they had received after their needs had changed. They told us, "Everything possible was done to help my recovery."

All the people we spoke with told us the management team at The Moorings actively sought feedback from them and explained there were formal ways this could be done. We found The Moorings held meetings for people to raise any suggestions or comments about the home. People told us, "We have residents meetings to put our point across." And, "We have tea, coffee and biscuits and chat about what's going on." One person told us, "I go to the meetings because they're productive." They further explained they had requested a change to the menu and this had been accommodated following the meeting. We reviewed the minutes of the meeting and saw open discussions took place between the management of The Moorings and people who lived there. We noted it had been agreed the serving of the main meal would change from midday to the evening. We further noted more fruit desserts had been agreed. During the inspection we found these changes had been implemented. We observed the main meal of the day was served in the evening and a fresh fruit salad was available for dessert. This evidenced the management of The Moorings sought feedback and responded to suggestions made.

People who lived at The Moorings told us they were able to take part in a range of activities to enrich their lives. We were told there were external excursions to shopping centres and places of local interest. In addition we were told there were activities provided at The Moorings for people to take part in and we saw these taking place during the inspection. We found the atmosphere within The Moorings was vibrant and this resonated throughout the home. People were seen to be engaging in activities, conversation and individual pursuits. We observed a Christmas card craft taking place which was clearly enjoyed by the people who participated. We heard people talking about families and friends, their plans for Christmas and Christmas shopping. We observed people laughing and helping each other as they took part. We noted the activities co-ordinator offered praise and support to people and this was seen to be a positive experience for people.

We asked people their opinions on the activities provision. Comments we received included, "Initially I was worried I would have nothing to do, but as you can see it's exactly the opposite." We asked the person how this had affected their life. They told us, "Positively. I've made friends, I can take part in what I want and in what interests me. I'm not sitting waiting to die." A further person said, "I'm doing more now than I ever did, every day is different and I look forward to getting up every day." A third person told us, "I'm still living my life. Not just sitting around till each mealtime. I'm still me, not just an old person."

We found people looked forward to the activities. Prior to a game of skittles taking place we saw people choosing where to sit and talking about the upcoming game. We observed the activity and found there was a sense of competition with people clapping and joking with each other as the game progressed. Staff

celebrated people's successes by praising them and gently encouraging healthy competition. From the smiles on people's faces, the laughter and the people's responses to staff, we concluded this was enjoyed by the people who took part.

We viewed the activities calendar and saw activities were planned in advance. There were film nights, external singers attended the home and exercise sessions. Everyone we spoke with was aware of the activities calendar and told us they chose whether to participate. People consistently told us they considered the programme to be excellent and they took part as they wished. We spoke with one person who told us the activities calendar had been a factor in their decision to stay at the home. They described the activities they enjoyed and the friends they had made. In addition they said they had enjoyed a ride in the vintage car belonging to the home. They spoke emotionally of this experience. They said, "My husband and I had a vintage car and the memories it brought back when I went out. Oh, it was overwhelming! Such happiness, I can't describe."

We saw people were enabled to carry out individual activities which interested them. For example we saw one person offered to fold some napkins for the lunchtime meal. The staff member thanked the person and the person responded by saying, "Give them to me and go and get a cup of tea, you know what I'm like, I like to help out." We also observed a further person collecting cups from the dining area with a staff member. On completing this person said, "That's it till tea-time, see you then." The staff member responded by saying, "See you later and thanks so much." In addition we saw another person say "Pass me a cloth, so I can wipe this table." The staff member did so and said, "Thanks for that." It was clear it was common practice for people to carry out activities that were meaningful to them.

Relatives also gave complimentary feedback regarding the arrangements in place for activities. One relative explained their family member looked forward to the activities and they participated in those which interested them. They said, "There's always something going on and I hear all about them." A further relative commented, "The activities are good."

People who lived at The Moorings also told us they were able to maintain and develop relationships with people who were important to them. One person told us they saw their grandchildren as they visited often. They said, "My family's important to me and they can come anytime." A further person said, "[My visitor] comes often, I can call them, there's wifi, I can keep that connection alive." We discussed this with the registered manager. They told us they considered social contacts to be paramount in maintaining the wellbeing of people who lived at The Moorings. They explained there was no restriction on visiting and a wifi connection was available for people to remain in touch with loved ones by social media or messaging services. In addition one person who lived at the home told us they had made friends with other people who lived at The Moorings. They explained they had considered returning to their own home after a stay at the home but had decided not to. They said, "I looked up and thought why? I've got friends here now; I can do as much or as little as I want. I can be alone but I'm never lonely."

People who lived at The Moorings told us they felt the care provided met their individual needs. One person said, "I couldn't want for more." A further person said, "It's excellent care." One person told us it had been their decision to move into The Moorings. They commented, "I've never regretted it." Overall, relatives we spoke with were also happy with the care provided. Comments we received included, "The care is good." And, "I wouldn't want [my family member] to live anywhere else. The care is really good." One relative told us they had contacted the registered manager regarding a comment about the care. They told us they were confident they would receive a response.

People also told us they were consulted regarding their care needs so changes could be made as required.

One person said, "Staff asked me to consider what I needed and wanted and about how to reduce my risk of falls. That's been transferred to my care plan."

Overall, relatives we spoke with told us they were happy with the level of involvement they received. One relative told us they had spoken with the management team when they considered they could have been consulted earlier and since then, they had been contacted at the earliest opportunity. Other relatives commented, "Staff always phone me if [my family member's] poorly." And, "Yes, I'm contacted and consulted."

We saw there was a complaints policy in place which was accessible to people who lived at The Moorings. Within the 'Service User Guide' we saw information which explained how a complaint could be made and the timescale for response. During the inspection five people told us they had never had a reason to make a complaint. The sixth person told us they had discussed a concern with a member of the management team and they were sure this would be appropriately addressed. We also reviewed the recent complaints log and saw complaints were responded to within the agreed timeframe and when appropriate an apology was offered. This demonstrated there was a policy in place, which was used in practice, to respond to complaints. Relatives we spoke with also confirmed they had access to the complaints policy and they would raise concerns if they felt the need to do so. This demonstrated people and relatives had confidence their comments, concerns and complaints would be addressed.

Is the service well-led?

Our findings

People who lived at The Moorings told us the home was well-led. We were told, "Excellent management here." And, "I know all the managers well because they're always out and about checking everything is running well." Also, "I've watched the registered manager. They know every resident and every staff member well. That's the key to managing successfully."

We asked staff to explain their understanding of what The Moorings wanted to achieve for the people who lived there. Without exception staff told us the aim of the home was to respect people and support them to live independent lives of their choice. Staff told us, "Our passion is helping people choose how they want to live their lives and facilitating that." Also, "Autonomy and upholding people's rights to live the life they choose is what we want to deliver." And, "First and foremost we want people to remain individuals and be treated with the utmost respect." Staff told us they were supported to understand the aims of the home through conversations and meetings with the management team and this helped them to deliver the service to the standard expected by the registered provider.

Overall, relatives we spoke with told us they considered the home to be well-led. One relative commented, "This is a progressive home and they are always looking at ways to improve. [Registered manager] is a big factor in that." Also, "No home is ever perfect but this is as near as you can get. [Registered manager and care manager] run this home well." One relative told us they had contacted the registered manager as they felt communication could be improved. They said, "I'm sure it will be sorted out."

People told us they were included and involved in the running and management of the home. We spoke with one person who told us they had interviewed a prospective staff member. They explained they had enjoyed this process and had welcomed the opportunity to be involved. They described the process to us. They explained they had carried out the interview and discussed their opinion with the registered manager. They said, "I wanted to do it as I know what's relevant to us, as residents. We both came to the same decision." They went on to say, "I'm not as young as I once was but I have a lifetime of experience and it's gratifying to be able to help out and influence things."

We also spoke with two people who told us they had been involved in the making of a promotional film of The Moorings. They explained this had been discussed at a meeting with people who lived at the home and the registered manager had asked people their advice on what they would want to see if they were considering moving to a care home. One person commented, "[Registered manager] recognised we had skills, life experience and something to offer. That's quite a novelty in today's society when you're as old as I am."

Both the people we spoke with described how they had participated in the making of the film and were keen to share their experiences with us. They spoke of the pride they felt in participating. We asked them why they had wanted to take part and were told, "I'm happy here and I want other people to be happy. I wanted to show the world how good this home is." They went on to say, "This home is always doing their best for me, I wanted to give something back." A further person said, "This is my home and I'm proud of it and wanted to

show it off." They also explained, "When you get to my age you realise what's important and all of us doing something together was important to me."

The registered manager spoke passionately about the importance of consulting people and celebrating their skills and knowledge. They explained their aim was to empower people to have an active role in The Moorings and to learn from them. They said they wanted to include people in decision making and sought ways for this to happen. We asked why people had been offered the opportunity to participate in the promotional film. We were told, "Because it's their home and we wanted them to be engaged and working with us. This is about them and their lives and experiences and we can learn from them."

We found people who lived at The Moorings were empowered to influence change. Surveys were given to people and relatives to seek feedback. We found a survey had been completed by people who lived at the home and a suggestion had been made to improve the activities programme. We noted this had been actioned. On the day of the inspection we saw that in response to the suggestion of more physical activities being included, this was now in place. The activities programme we viewed included an exercises activity on a twice weekly basis. The people we spoke with told us they did not wish to participate in this, but confirmed this was available to them.

We saw evidence the registered manager sought feedback from staff regarding the service provided at The Moorings. We found a survey had been provided to staff and an area of improvement had been identified. We noted staff had suggested a supervision should be included as part of a new members induction process. We reviewed documentation which showed this had been implemented and performance and training was discussed during a new staff members induction. This evidenced the registered manager sought feedback from staff and initiated change whenever possible.

Staff told us they considered the teamwork at The Moorings be good. Comments we received included, "We all work together." And, "One of the reasons I like working here is because we all pull together." Staff told us meetings took place to ensure information was communicated effectively. We viewed minutes of staff meetings and saw staff received feedback and information as appropriate. For example, we saw staff who administered medicines were asked to ensure medicine trolleys were secured to the wall when stored in the medicine room. During the inspection visit we saw this took place.

We asked the registered manager to explain the management structure at The Moorings. They told us there was a care manager in place who oversaw the care provision at the home. They were supported by a deputy manager. In addition, the registered provider had identified through formal feedback that improvements could be made. For example, a survey completed by people who lived at the home had identified improvements could be made within the catering department. As a result a Hospitality Manager had very recently been employed to ensure further changes were made. We spoke with the hospitality manager who confirmed this. They told us they were dedicated to identifying if any areas of further improvement were required and would also be taking on the role of Infection Control Lead within the home. This demonstrated feedback was used to initiate change and inform improvement.

During the inspection we were informed the registered provider was implementing a new management structure. We were told the registered provider was committed to improving the standard of care in both The Moorings and the other homes they owned and as a result the registered manager would be developing quality assurance systems across all the registered provider's homes. We were informed a new manager was currently completing an induction at The Moorings. We discussed this with the new manager during the inspection. They told us they were receiving support and guidance from the registered manager to ensure they were knowledgeable of the needs of people and the vision and values of The Moorings. This evidenced

the registered provider was committed to maintaining and improving the standards of care and the service provided.

We found audits were completed to ensure the smooth running of the service. We saw evidence of audits in accidents and incidents, infection control, medicines management, care records and the environment were carried out. We checked one audit to ensure they were effective. We saw a care record audit had been completed and identified an improvement was needed within a care record. We viewed the care record and found action had been taken. This evidenced there were systems in place to ensure improvements were identified and actioned.