

Care service inspection report

Full inspection

Inchmarlo House Care Home Service

Inchmarlo
Banchory



HAPPY TO TRANSLATE

Service provided by: Skene Enterprises (Aberdeen) Limited

Service provider number: SP2003002326

Care service number: CS2003010394

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care 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	5	Very Good
Quality of environment	6	Excellent
Quality of staffing	6	Excellent
Quality of management and leadership	6	Excellent

What the service does well

Very high standards of care are provided at Inchmarlo House. The accommodation, management and staffing are excellent. Residents and relatives expressed a very high level of satisfaction with the service.

What the service could do better

The service is very good at identifying what it needs to improve. Some planned work to improve the kitchen and other areas of the home was being carried out. The staff were working to improve the meal service to residents. The manager and staff were aware of continuously improving all forms of communication with residents.

What the service has done since the last inspection

The manager has been appointed as a director in the company. More staff have been employed. A second activity co-ordinator has also been employed to make sure all residents have opportunities to engage in activities. Management and staff have maintained the very good standards of care at Inchmarlo House.

Conclusion

The service continues to provide consistently high standards of care to residents. The home is set in stunning countryside and maintenance of the listed building is excellent. The management and staff take pride in aiming to achieve very high standards.

1 About the service we inspected

Inchmarlo House is a care home situated in a retirement community at Inchmarlo on the western outskirts of Banchory. It is in extensive grounds with mature trees, wildlife and views over the surrounding countryside. It is registered to provide a care service to a maximum of 52 people, with an integrated support service for up to eight people.

The service aims to provide individualised care of a high standard in a homely environment in pleasant surroundings. At the time of the inspection there were 52 people residing at Inchmarlo House.

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

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

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people

using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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

Quality of care and support - Grade 5 - Very Good

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 0345 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 following an unannounced inspection that took place over two days, 2 December 2015 from 8:10am to 7:00pm and 3 December 2015 from 7:25am to 6:00pm, by one inspector. We gave feedback to the manager, depute and a nurse at the end of the inspection visit. We gave further telephone feedback on 17 December 2015.

We issued Care Standards Questionnaires (CSQs) to the service for random distribution, including 20 for people who lived in the home, 20 for their friends or relatives and 20 for staff. Fifteen questionnaire from people who use the service, seven relative questionnaires and five staff questionnaires were returned to us.

We spoke with:

- eight residents
- the manager
- one depute manager
- the head of security
- eleven day and night staff, including:
 - carers
 - senior carers
 - trained nurses
 - catering staff.

We also looked at the relevant sections of policies, procedures, records and other documents, including:

- accidents log and records
- incidents log and records
- complaint book
- staff rotas
- staff meeting minutes
- medication administration records (MARs)
- nursing and care records
- team communication folders and whiteboards
- care plans and recordings
- review minutes
- surveys and responses
- staff recruitment files
- staff training records, including induction
- policies, procedures and staff guidelines
- resident and family meeting minutes
- consultation records
- cards and letters of appreciation
- maintenance system and records
- CSQs returned to us
- staff CSQs returned to us.

We observed how staff worked with residents, each other and visitors to the service. In addition we carried out an examination of equipment and the general environment of the home.

We used the Short Observational Framework for Inspection 2 (SOFI2). The SOFI2 tool provides a framework to enhance the observations we already make at inspections about the wellbeing of people using the service and staff interaction with them. On this inspection we used SOFI2 to observe staff interactions with one resident at an evening meal time.

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.firescotland.gov.uk

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 service provided an exceptionally detailed self assessment, which helped to inform the inspection through looking for evidence to verify the information provided. The service had identified many areas of strength as well as areas for development.

Taking the views of people using the care service into account

We sent 20 CSQs to the manager for random distribution to residents. We received 15 completed questionnaires back. All residents indicated, overall, they were happy or very happy with the quality of care they received at Inchmarlo. We spoke with eight residents over both days of our inspection. All people spoken with were complimentary about the care from the staff at Inchmarlo.

Comments from people made in person, in the questionnaires returned to us or in reviews and meeting minutes were used to inform our report and included:

- "It's very lovely being here. It's good fun. We have fun. Staff are very kind and caring. It's beautiful. Very comfortable indeed. The food is very tasty. I enjoy it."
- "It is very comfortable here. It is comfortably warm."
- "The care is very good here. The staff are very caring."

- "Excellent care from the staff and management. I am kept informed about progress, such as improving the doors."
- "I am thoroughly enjoying my time at Inchmarlo. I am very happy."
- "Nursing staff and carers are very hard-working, extremely kind and helpful and are a pleasure to know, as are the reception and management staff."
- "I feel I get good care. I feel staff try and support me when I am not feeling good."
- "I am happy with the care provided. The quality of the staff is excellent."
- "I think you do very well. I think it is jolly good. I enjoy the reading group. You are to be congratulated."
- "I like having the choice to take part or not."
- "The quality of care and support during my three week [respite] stay has been excellent."
- "I think Inchmarlo is great."
- "Excellent Place."
- "An imposing house kept clean, set in wonderful grounds and scenery. Staff kept busy, especially if short in the mornings."
- "Great Staff."
- "I enjoy this place."
- "I know that I can ask for assistance. Excellent staff and support."
- "The environment is really friendly."
- "The staff are very helpful and caring."

- "I have my own room. I am very happy."
- "Very, very, very happy."
- "My lawyer says he has never seen such a wonderful nursing home and I am very happy here."
- "First Class. No complaints."
- "I like to spend time in my own room and staff respect my wishes."
- "I have a single room and I am very happy with my room. I have items of furniture and ornaments in my room to make it feel homely."
- "I feel happy about my service I get at Inchmarlo."

We concluded that residents were very happy with the quality of care provided at Inchmarlo.

Taking carers' views into account

Carers include relatives, guardians, friends, and advocates. They do not include staff.

We sent 20 CSQs to the manager for random distribution to carers and we received seven back. All carers indicated, overall, they were happy or very happy with the quality of care the residents received at Inchmarlo House.

Comments made in the questionnaires, the home's surveys, the compliments folder, and review minutes were used to inform our report and included:

- "I am always welcome to visit my mum and feel able to talk to any member of staff about any issues that have arisen."

- "Having viewed several homes marked very good/excellent, Inchmarlo was head and shoulders above them all for accommodation, environment, cleanliness, and staffing."
- "To know that our father was so well cared for allowed us to have very few worries whilst he was with you. We saw staff look after their charges with dignity and respect. This was important as it magnified the confidence we felt that all was being done to make dad's time as good as it could be. Our thoughts will always be happy and positive when we think of Inchmarlo and it's wonderful, caring staff."
- "The staff are always willing to talk to me about any issues with my mum. They have helped both mum and I through the difficult transition of the care environment."
- "My family member is much loved (and is not discriminated against by any aspect of this care home)."
- "This is my tenth year of involvement at Inchmarlo and the support, care and understanding through some difficult times has always been first class. I am kept informed at all times. My parents have been treated with great respect. I am grateful for all they have done for my family."
- "Inchmarlo try their best in a difficult labour market. Suffers gross underfunding from local authorities. Some people with dementia need one-to-one carers."
- "It is a beautiful, well maintained building in outstanding surroundings. The staff are wonderful, caring and mum has no complaints about anyone. There is always something going on to keep her busy, which she needs. The staff identified [a medical need] in my mum and she is now receiving medication to deal with it."
- "It is an establishment that sets a standard that all facilities for the elderly should be modelled from. We feel blessed that mum has a place at Inchmarlo and I no longer fear for her safety. I cannot praise them enough."

- "Very happy with the care."
- "Daughter is delighted with the care."

We concluded that carers were very happy with the quality of care provided at Inchmarlo.

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: 5 - Very Good

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 ensured residents, their representatives and carers participate in assessing and improving the quality of the care and support provided by the service to an excellent standard.

The excellent practice has been established over a number of years. Evidence we found to support this included:

- Staff actively promote the participation strategy.
- Management open door policy. Manager's monthly drop-in surgery dates and times were advertised. The name of the managers and nurses on duty were displayed daily.
- Residents and families (where applicable) closely involved in developing the care plans for residents. Developing the care plans included an initial meeting to gather information, compiling a life story, being contacted regularly to seek views on the service, and being advised and consulted on changing needs.

- Regular reviews were held which involved residents and their families (where applicable). Information is sent in advance which the manager told us helps to give people time to think in advance about anything they wish to discuss at the review.
- Wi-Fi provided throughout the home. Some residents had their own computers and other technology so made use of the Wi-Fi. All bedrooms had telephone points which could be connected to the home's switchboard to make and receive calls. Some residents had their own telephones.
- Continued use of Skype in the home to keep in touch with friends and families.
- Residents' meetings held every three months. Minutes continue to be displayed and shared.
- Family and carer meetings held every three months. Minutes displayed and shared by e-mail, where needed. A volunteer continued to minute the meetings and act as an advocate to residents.
- Surveys and action plans continued to be distributed, including gathering information and suggestions about respite stays, the environment, the activities, and the staff and the management. A general summary of views and the feedback and follow up action made following suggestions was shared with residents and other stakeholders.
- Since the last inspection a second activity co-ordinator had been employed. Residents were very happy with the activities on offer. A reading group was particularly enjoyed by residents. Residents and staff told us that residents enjoyed the outdoors and gardens whenever the weather allowed. Some residents chose to go out daily regardless of the weather.
- People who owned their own homes in the retirement community made use of some of the activities, dining and bar facilities in the home.

- Comments, compliments and thank you slips were available at the entrance to the home. The complaints policy was widely available and was distributed to all new residents. A suggestion box was in place at the entrance.
- A thank you book and testimonials from families and residents was kept updated and available at the entrance for people to look through.
- Residents and staff told us the management team were very approachable. Both staff and residents felt strongly that should they have any issues or concerns they were confident that the management team would resolve the issues properly.
- A folder was on display at reception displaying the photos and details about all the staff who worked in the home.

Some improvements made as a result of consulting with people included:

- An extra carer employed to carry out care in the mornings and to help if any people in the retirement community homes called out for emergency support.
- More activities, including going out, gardening and seed planting, knit and natter group, baking, and weekly brain teaser.
- A bird feeder and bird spotting notebook.
- Residents were deciding the timing that they were receiving support with their personal care needs.
- Changes to the menus.

Areas for improvement

Inchmarlo House has indicated that they intend to continue finding innovative ways to increase participation in the home.

The manager told us of plans to develop a quality assurance team which would include residents and relatives.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Statement 4

“We use a range of communication methods to ensure we meet the needs of service users.”

Service strengths

There was evidence to show that the service used a very good range of communication methods to ensure it met the needs of the service users. The comments made in the previous statement are also relevant to this statement.

We saw staff use a very good range of communication methods in the home, including:

- Face-to-face discussions with each resident every day.
- The manager and/or the depute managers and nurses speaking with each resident daily.
- Detailed care plans containing information about each resident's communications needs.
- Excellent staff handover of information twice daily about residents and their needs. We heard the nurse provide very good information to the care staff about particular signs and symptoms to be aware of for a person who had heart failure.
- Regular reviews of care held.
- Regular GP and medication reviews.

- The use of recognised tools for assessing people with dementia, such as pain and depression assessment.
- Life stories and essential information about each resident. Staff knew well the previous likes and histories of the residents including some residents' love of gardening.
- Some residents made use of notebooks for written communication due to reduced hearing.
- The staff change residents' hearing aid batteries on a rotational basis so batteries are changed at least weekly. Staff had training about the use of and how to look after hearing aids. Staff record hearing aid checks carried out. There are induction hearing loop systems installed in the lounge for people who have this facility on their hearing aids.
- Staff training on a range of topics, including dementia care for all staff; Parkinson's disease care; supporting and preventing challenging behaviour; distress reactions; and Caring for Smiles.
- Staff were aware of looking at residents for non-verbal cues of communication such as being more vocal or not eating which might indicate pain.
- Regular dental and oral care given by staff and other professionals. We saw good records of oral and other care had been made by staff.
- Staff 'champions' had been identified. The champions were to promote best practice in areas such as dementia, palliative care and oral care.
- The senior staff carried walkie talkies to communicate quickly and more effectively with each other.
- Families being kept informed about changes to a resident's condition, such as after a fall.
- Very good lighting in the home to help the residents with their orientation.

- Involvement with the multi-disciplinary team, including community psychiatric nurses (CPN) and geriatricians.
- Some use of dementia signage which helps people to manage better themselves.
- Daily staff handover meetings to discuss each resident's needs.
- Daily 'flash meetings' so staff knew what the priorities for each department were for the coming day.
- Regular staff and management meetings, including nurses monitoring of residents' meetings.
- Regular resident and relative meetings.
- Colourful and interesting newsletters.
- Wide use of notice boards and photographic displays.
- Advocacy promoted.
- Wi-Fi and Skype available. Use of e-mails, including regular update e-mails to some families.
- A receptionist was on duty daily until 7:00pm to answer phones and meet visitors.

Areas for improvement

One of the meal services was seen to be less organised than the others we observed. One resident told us that sometimes meal times could feel "chaotic" or poorly organised. We had lengthy discussions with the senior staff about this. They were aware that meal services needed improving to make them an enjoyable, fine dining experience for residents. The staff team had already

begun to address how all meal services could be better delivered. We will follow this up at the next inspection.

We saw one resident who may have experienced less frustration if the staff had made use of visual aids at the evening meal time. The staff member could have used the menu or a notebook to indicate the meal choice instead of repeating loudly the question about which starter the resident would like.

We asked the nurses to review the medication administration at meal times; in particular the sitting of the medication trolleys. The trolleys obstructed people's view and hence ability to see and communicate. Having them near the middle of the dining room did not promote a positive dining experience and was not in keeping with the promotion of dignity. We will follow this up at future inspections.

Some new staff had been employed in the home. These staff will take time to get to know the residents' likes, preferences and communication needs. There was a variety of English language abilities among the staff team. The manager told us that staff could access free English classes. Residents told us they generally understood what all staff were saying.

Review minutes could be further improved to show the outcome even more clearly for residents. They could provide more of the views of the residents and their representatives. They should be fully dated and detail who was present, including their relationship to the resident, such as daughter, care manager, senior carer, or nurse. We will follow this up at future inspections.

Not all staff were wearing name badges. These help people, especially those with memory problems to know who the staff are.

The service could consider the use of photos for the inventories of residents' belongings.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 2: Quality of environment

Grade awarded for this theme: 6 - Excellent

Statement 3

“The environment allows service users to have as positive a quality of life as possible.”

Service strengths

The excellent environment enabled the residents to have a positive quality of life.

Inchmarlo House is an imposing adapted Georgian mansion set in a 100 acre estate. It sits in the stunning landscaped woodland countryside to the west of Banchory on Royal Deeside in Aberdeenshire, overlooking the River Dee. The grounds were beautifully presented and provided a peaceful setting for the home and retirement village, also located in the estate. A secure door entry system was in place and 24-hour security staff were employed. People could easily access the grounds of the home on the paved access or lawns and gardens.

The home has 52 en suite bedrooms of various sizes over the three floors of the home. Some of the rooms provided spacious accommodation for couples to share comfortably. The home was upgrading some of the en suite bathing to wet rooms as the rooms became vacant. Wet rooms can help people retain independence and improves access for support with personal care needs when necessary. We saw that the rooms were all very classically decorated, in keeping with the period of the home. We saw that residents could bring furnishings with them, such as easy chairs and dressers although all of these items are provided. Each room had a key safe facility.

Bedroom doors continued to be coded with an innovative traffic light system, to show how much support people would need to evacuate the building. This

information had been shared with the fire service to give them a straightforward quick assessment of level of dependency of residents.

We saw that there were assisted bathrooms for residents if they chose this. One included a tilting bath. There was a very good supply of specialist equipment, including hoists, standing aids and variable height and profiling beds. We saw that the equipment was maintained to an excellent standard. A rolling program of monitoring, maintenance, servicing, and refurbishment was carried out in Inchmarlo.

The rooms could be accessed by stairs or an elevator. The stairways had rest perches mid way on them. These help people to continue to use stairs yet take a breather to continue their ascent or descent. New fire compartment doors had been installed in some of the corridors in keeping with the improved Fire Safety Scotland Standards.

Residents told us and we saw that people could summon help using the buzzer system. We saw staff respond promptly to the buzzers throughout our inspection. People told us that the buzzers were usually responded to very quickly by staff.

Communal facilities in the home included spacious lounges; gallery area with doors leading out to the garden; spacious drawing room; dining area; licenced bar; reception area; entrance hallways; and a hair salon. A newly developed therapy area on an upper floor was enjoyed by residents. On the second day of our visit a winter fayre was being held in the drawing room and bar area for residents, friends and families of the home and estate homeowners. Residents told us they thoroughly enjoyed this event.

A very large, beautiful Christmas garland adorned the reception area. Residents were very proud to have made this. Residents told us they very much liked the Christmas decorations throughout the home.

A sensory garden had been established over the previous two years. Residents and staff told us this was very much enjoyed by residents. Many garden events were held in the better weather. Residents enjoyed doing some gardening and seed planting. Many varieties of wildlife frequented the estate. A bird feeder

had been set up outside the lounges to enable residents to see and feed birds closer to where the residents could see the birds.

The furnishings in the home were of a very high quality and were co-ordinated to the colour themes of the rooms. We found the home to be bright, clean and with no malodours. It was seen to be cleaned to a very high standard.

The home had a car and minibus for residents to attend appointments or go shopping, visiting relatives or a drive around. The Women's Royal Voluntary Service (WRVS) visited weekly with a small shop for residents to buy items they may wish, such as toiletries. We saw staff going round each resident with the WRVS order book in preparation for the visit.

Comments from people about the environment included:

- "It's very lovely being here. It's beautiful. Very comfortable indeed."
- "It is very comfortable here. It is comfortably warm."
- "An imposing house kept clean, set in wonderful grounds and scenery."
- "The environment is really friendly."
- "I have my own room. I am very happy."
- "My lawyer says he has never seen such a wonderful nursing home and I am very happy here."
- "First Class. No complaints."
- "I have a single room and I am very happy with my room. I have items of furniture and ornaments in my room to make it feel homely."
- "Having viewed several homes marked very good/excellent, Inchmarlo was head and shoulders above them all for accommodation, environment, cleanliness, and staffing."

- "It is a beautiful, well maintained building in outstanding surroundings."

Areas for improvement

The service should continue to ensure these excellent standards are maintained.

Ongoing upgrading and maintenance issues had been planned which included:

- Upgrading the kitchen. Work had started on this and planned to take a number of weeks.
- Repairing door frames and door closers on a number of doors which banged shut and disturbed neighbouring residents.
- Making good a floor board on an upper floor.
- Creating wheelchair, hoist and cleaners' trolley storage areas to make the corridors look more like hotel facilities.
- Replacing some ceiling panels on the upper floors.
- Replacing a sun damaged carpet on the second floor.

Staff could ensure they always use trays when taking drinks, snacks and food items to residents outwith the dining room. This would help to reduce and spills and staining on the flooring.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Statement 4

"The accommodation we provide ensures that the privacy of service users is respected."

Service strengths

There was evidence to demonstrate that the accommodation the service provided ensured to an excellent standard that the privacy of service users is respected.

The residents each had an individual bedroom with en suite facilities. All doors had working locks on them which could be opened from the outside in the event of an emergency. We saw that curtains were in place in the bedrooms for people to close when they wanted more privacy. Throughout our visit we saw that staff were knocking before entering rooms to let people know they were there.

A privacy arrangement was in place when staff were supporting residents with personal care or cleaning was in progress. A door tag was hung on the handle advising not to enter if care was being delivered and one advising 'cleaning in progress' if that was the case. A one centimetre colour-coded sticker was placed beside the name plate on each door to indicate the level of support a person required to evacuate in the event of a fire.

There were many areas and rooms in the home and outside in the grounds as well as their bedrooms that residents could entertain their visitors in if they wished. A coded key pad allowed only people who knew the code access to the buildings. Video surveillance and a receptionist helped to identify any visitors to the home and estate. Some residents were enjoying the garden despite the very cold weather on the days of the inspection.

Staff told us that the GP carried out consultations with residents in the privacy of their bedrooms. There were a few small nurses rooms and staff offices throughout the home, each with secure door entry systems on them.

Residents' clothes were identified using laundry tags. Laundry staff worked in the laundry and returned items to the residents. Residents told us there were few issues with the laundry system and when there was, it tended to be with unmarked clothing. We were told that the staff carried out inventories when people moved into the home and when new items had been bought.

Areas for improvement

The service should continue to ensure these excellent standards are maintained. As previously noted, the service could consider the use of photos for the inventories of residents' belongings.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Quality Theme 3: Quality of staffing

Grade awarded for this theme: 6 - Excellent

Statement 2

"We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff."

Service strengths

There was excellent evidence that staff had been recruited and inducted in a safe and robust manner to protect service users and staff.

We observed practice, examined recruitment documentation and spoke with staff to gather evidence about this statement. Examination of recently employed staff recruitment files demonstrated that staff were employed following proper procedures and checks, including:

- Checking references, one of which was from the staff member's most recent employer.
- Checks were made to ensure staff belonged to the Protection of Vulnerable Groups (PVG) Scheme register before commencing employment.
- All care staff were appropriately registered or applying to register with professional bodies, such as the Scottish Social Services Council (SSSC) as required by the SSSC for social care workers or the Nursing and Midwifery Council (NMC) for trained nurses.
- Staff were initially employed on a probationary period which they had to progress through before being kept on as permanent staff.

Whenever possible, residents would informally meet prospective candidates and provide an opinion to the manager about the candidates they met. Residents

and relatives had developed questions to be asked at interviews and desired responses. The manager or staff undertaking the interview kept interview notes and assessment information. Where staff had considerable distances to travel, Skype interviews were undertaken. This helped the manager to determine the English language abilities of staff.

Staff told us and we saw from records that staff were given an induction to the residents and the home which included time to observe the practice of other staff. Training plans and schedules were in place for staff to learn about topics relevant to residents' needs. Staff told us they had good induction and training opportunities at Inchmarlo House. Staff received individual support and supervision sessions with the management team.

We sampled the staff rota and saw that a good mix of staff grades and skills were in place.

Areas for improvement

The management should continue to maintain and develop these excellent standards to ensure staff are recruited and inducted in a safe and robust manner in order to protect service users.

The manager was aware of the need to continue to carry out checks to ensure staff are properly registered with the regulatory bodies, such as the SSSC and the NMC.

Grade

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

We found that staff continued to be trained and motivated to an excellent standard.

As we have found at previous inspections, staff had a very strong sense of pride in providing a high quality of care to residents. We saw that the strong ethos of teamworking was in place. Staff told us and we saw from records that all new staff were given at least a few days on a supernumerary basis, shadowing a senior care assistant and being advised of the standards expected. Staff told us support and supervision was in place for them. We saw appraisal for staff was planned on a schedule.

Comments from staff included:

- "I am a new employee but always I can ask for help from my line manager, nurse and other care assistants or senior care assistants. I had three days training and I also took part in practical training like moving and handling."
- "I really like working here. My job has given me lots of new skills and helped me with my confidence and improved the skills I had. I get lots of support from those that I work with and get help when I need it from the nurses, receptionist and manager."
- "I love it here."
- "We get very involved in everything going on. There is good teamworking. We have very regular staff meetings. I always have a chance to have my say. Families are very involved here."
- "I absolutely love it here. It was such a good move to come here. It's a great team with some really good carers. We get good handovers and have access to plenty resources. I love working here."
- "Residents are well looked after in the home."

Training provided to staff continued to be an appropriate mixture of in-house and external training, with use of resources such as DVDs and computer-based

training. The manager showed us that the home had registered with an online training provider the week of our inspection visit. Staff were very motivated by this new training and a number had accessed the courses. One staff member was keen to point out that they did not just want to pass the exam at the end, they wanted to learn how to improve their skills. They were able to demonstrate their new knowledge about their role and responsibilities in relation to Adult Support and Protection (ASP). Employees with relevant qualifications provided training in fire safety, moving and assisting and acted as continence advisers.

We saw that staff meetings continued to be regularly held. A wide range of topics were discussed which staff could add to. The nurses told us they regularly held short clinical development sessions with staff groups.

Opportunities continued to be available for staff to achieve a recognised qualification by undertaking an SVQ. We examined the rota and discussed staffing. We saw that staffing levels were met. As noted earlier in the report, extra staffing had been engaged for the morning shift.

Comments from residents and relatives about the staff included:

- "Staff are very kind and caring."
- "The care is very good here. The staff are very caring."
- "Excellent care from the staff and management. I am kept informed about progress, such as improving the doors."
- "Nursing staff and carers are very hard-working, extremely kind and helpful and are a pleasure to know, as are the reception and management staff."
- "I feel I get good care. I feel staff try and support me when I am not feeling good."
- "I am happy with the care provided. The quality of the staff is excellent."
- "Great Staff."

- "Excellent staff and support."
- "The staff are very helpful and caring."
- "I like to spend time on my own room and staff respect my wishes."
- "I am always welcome to visit my mum and feel able to talk to any member of staff about any issues that have arisen."
- "To know that our father was so well cared for allowed us to have very few worries whilst he was with you. We saw staff look after their charges with dignity and respect. This was important as it magnified the confidence we felt that all was being done to make dad's time as good as it could be. Our thoughts will always be happy and positive when we think of Inchmarlo and its wonderful, caring staff."
- "The staff are always willing to talk to me about any issues with my mum. They have helped both mum and I through the difficult transition of the care environment."
- "My family member is much loved (and is not discriminated against by any aspect of this care home)."
- "This is my tenth year of involvement at Inchmarlo and the support, care and understanding through some difficult times has always been first class. I am kept informed at all times. My parents have been treated with great respect. I am grateful for all they have done for my family."
- "Inchmarlo try their best in a difficult labour market. Suffers gross underfunding from local authorities. Some people with dementia need one-to-one carers."
- "The staff are wonderful, caring and mum has no complaints about anyone. There is always something going on to keep her busy which she needs. The staff identified [a medical need] in my mum and she is now receiving medication to deal with it."

- "It is an establishment that sets a standard that all facilities for the elderly should be modelled from. We feel blessed that mum has a place at Inchmarlo and I no longer fear for her safety. I cannot praise them enough."

Areas for improvement

The service should continue its current excellent practice of offering quality training opportunities for all staff.

The manager told us they were considering delivering experiential training for staff. This can be where staff, for example, spend 'a day in the life of a resident', being provided with care from other staff.

Grade

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 2

“We involve our workforce in determining the direction and future objectives of the service.”

Service strengths

There was evidence to demonstrate that the service involved the workforce to an excellent standard in determining the direction and future objectives of the service.

Since our last inspection, the manager had been appointed to the board of directors and was a stakeholder in the company. The manager continued to attend the monthly directors meetings as she had done prior to being appointed as a director.

We saw evidence of very positive, motivated staff from our observations. The manager and depute managers toured the building every day. The depute managers worked on shift on some days. This meant that access to the management team was very good.

The main method of communication in the home between staff other than direct discussions was the daily staff handover meetings that took place each day. We observed staff to communicate very well with each other, between all grades of staff. It was at these meetings that the majority of information was shared by the nurse with the staff coming on duty. Most information that needed to be noted about residents was recorded in different parts of their care plans which staff had access to.

We saw on both days of our visit that discussion took place between the nurses and staff about the allocations of duties and work that needed to be done. We saw that carers were able to have their say about the work.

We saw that the staff notice boards in the treatment rooms were well maintained. They had current information for staff to refer to. Folders with best practice information were on display in the treatment rooms.

We saw and heard nurses and senior staff explaining care routines to the care staff so they were given good detailed information about residents' care needs. We saw that training provided was an appropriate mixture of in-house and external training. Opportunities were available for staff to achieve a recognised qualification by undertaking an SVQ.

As noted previously, staff had support and supervision sessions as well as appraisals. Staff had access to the minutes of the various meetings held at Inchmarlo House. Staff told us they felt very involved in all aspects of the care service. Staff surveys were undertaken with generalised results shared.

Areas for improvement

The service should continue to maintain and develop these very good standards.

We discussed with the manager Step into Leadership resources available through the SSSC to support workforce development.

Grade

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

There was evidence that the service continued to have excellent quality assurance processes in place, involving service users, carers, staff, and stakeholders.

We saw that the quality assurance systems were well embedded at Inchmarlo House. The system focused on formal surveys seeking views from stakeholders, service users, staff, and relatives who were all offered the opportunity and encouraged to complete surveys on a regular basis. People who visited for respite care were invited to complete a survey after each visit, for instance. Residents or their families were asked to complete a short form seeking their views on their care before each quarterly review.

The comprehensive recording system for health and safety was in place and was reviewed regularly. A monthly management report summarising activity was provided for the directors and owner. The owner visited regularly on an informal basis to spend time with the residents. As noted in the previous statement, the manager of the service had been appointed as a director of the company, which allowed her more input at a strategic level.

Regular environmental audits had identified the improvements to the home which we noted in Quality Theme 2 - Statement 2.

We looked at the financial systems in the home and were satisfied that robust checks and audit systems were in place to help to ensure the safety of monies.

We saw that information about how to complain was on display and easily accessed. A comments book was on display along with lots of other information for residents and visitors to refer to. Notice boards were well organised and people could easily access minutes of meetings and other information on display at the entrance.

Residents, families and staff expressed a high regard for the manager and the management of the service. We saw praise for staff being used effectively by the manager during our inspection. Comments made in Quality Theme 3 - Statement 3 about staffing is also relevant to this statement.

Areas for improvement

These excellent standards should be maintained. The manager told us that in 2016 she was going to introduce a quality audit team consisting of some residents, relatives, staff, and management.

The manager had identified some minor improvements to the individual finance records for residents to better streamline the records. A minor change was needed to the accident reporting form which still referred to the previous regulatory body as this may confuse people completing the form.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

4 What the service has done to meet any requirements we made at our last inspection

Previous requirements

There are no outstanding requirements.

5 What the service has done to meet any recommendations we made at our last inspection

Previous recommendations

There are no outstanding recommendations.

6 Complaints

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

7 Enforcements

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

8 Additional Information

There is no additional information.

9 Inspection and grading history

Date	Type	Gradings
11 Feb 2015	Unannounced	Care and support 5 - Very Good Environment 6 - Excellent Staffing 6 - Excellent Management and Leadership 6 - Excellent
27 Mar 2014	Unannounced	Care and support 5 - Very Good

		Environment Staffing Management and Leadership	6 - Excellent 6 - Excellent 6 - Excellent
2 Nov 2012	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 6 - Excellent 6 - Excellent 6 - Excellent
20 Jan 2011	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed Not Assessed Not Assessed
16 Sep 2010	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 6 - Excellent Not Assessed Not Assessed
11 Mar 2010	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 5 - Very Good Not Assessed
6 Oct 2009	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 5 - Very Good 5 - Very Good
11 Mar 2009	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good Not Assessed
12 Nov 2008	Announced	Care and support Environment Staffing Management and Leadership	4 - Good 4 - Good 4 - Good 4 - Good

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یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

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