

Hamilton Park Avenue Care Home Service

18 Hamilton Park Avenue
Glasgow
G12 8DU

Telephone: 0141 274 1036

Type of inspection:

Unannounced

Completed on:

26 November 2018

Service provided by:

Glasgow City Council

Service provider number:

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Service no:

CS2013320082

About the service

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at www.careinspectorate.com

The service was registered with the Care Inspectorate on 24 April 2014.

Hamilton Park Avenue is a residential care home for young people aged 13 to 19 years. The service accommodates up to 5 young people who are Looked After and Accommodated by Glasgow City Council.

The property is a Victorian townhouse located in the west end of Glasgow. It is close to all transport links for the city and beyond. Comprising of four floors, the service is spacious, allowing for two lounges, with separate kitchen facilities adjoining each. Individual bedrooms and bathing facilities are located on each floor. There is separate office space on the top floor.

The aims of the service state;

"At Hamilton Park Ave we want all young people to leave this home more resilient and capable individuals. We will strive for all to be more socially, emotionally, financially and practically prepared for the next stage than when they came to live here. We will endeavour to achieve this by developing these qualities in those who require it and supporting those who have them to progress these further. The shared aspiration of the team is that by the time young people come to move on from Hamilton Park Avenue, they will have through support and successful learning, developed the skills and abilities that will make them confident individuals, responsible citizens and effective contributors to their community".

What people told us

We spoke with four young people during this inspection process. We heard variable views about their experiences of living at the service.

For some young people, they were happy with the support they received from staff, commenting that they could approach staff with any concerns they may have and feel confident that these would be addressed. Those young people told us that although they did not have a structured daily routine, they were encouraged by staff to take part in meaningful activity which would support their development. For some this involved cooking, with support from staff, or attending appointments determined appropriate within their care plan. They told us that they felt comfortable in the service and that their bedrooms were "nice".

Other young people were less positive about their placement and in particular their relationships with peers and staff. These young people were confident in expressing their views and were able to tell us that should they raise a concern, they were aware of whom to speak with and how procedures should be followed. These young people expressed clear dissatisfaction with their supports, mainly commenting on issues around perceived unfairness and lack of respect.

We maintained confidentiality regarding our discussions with young people, however we shared the general views of young people with the manager at inspection feedback and advised on the importance of building trust within relationships, with all young people. We similarly explored young people's views regarding the use of perceived punitive practices and how this should be further explored with the staff team.

Self assessment

The provider was not required to submit a self assessment document for this inspecting year.

From this inspection we graded this service as:

Quality of care and support	3 - Adequate
Quality of environment	5 - Very Good
Quality of staffing	3 - Adequate
Quality of management and leadership	3 - Adequate

Quality of care and support

Findings from the inspection

During this inspection, we considered the quality theme relating to Care and Support. Further to speaking with young people, staff and external stakeholders, we awarded a grade of adequate for this quality theme. We also reviewed written evidence to inform the inspection process.

The inspection provided a range of contrasting evidence regarding the quality of care and support for young people. While some young people commented positively about their experience of living at the service, saying that they "liked the place" and "you can come and go and there's always staff about if you need them", there were other young people who were less positive in describing how they felt about their supports. Some told us that they did not feel as though they had good relationships with staff, while some commented that they did not think staff provided sufficient support to help them develop the skills needed for the future. Some young people said, "I only talk to staff that are respectful of me. I just don't think they all are". These wide ranging views of young people, coupled with our observations of some interactions between young people and staff, confirmed our view that relationships between young people and those providing daily supports, were not as well developed or as enabling as they should be. This meant that outcomes for some young people could have been better.

In order to assess the quality of experiences for young people, we reviewed personal plan information and found that good progress had been made in involving young people, where possible, in their plans and positive progress in terms of some recordings better demonstrated a focus on outcome based practices. We did however discuss how this could be further developed and will continue to liaise with the service, in order to support improvement.

Where we did find good evidence of outcomes for young people, we noted that sustaining employment had been of significant importance for those young people who were developing meaningful insight into the benefits of a positive work ethos and the social and financial reward gained as a result. For other young people, who travelled considerable distance to attend school, we similarly found a generally good level of commitment. College courses which had previously featured strongly in other young people's daily routine, proved more difficult to sustain, at the time of this inspection. We were however aware of the good efforts of staff, to advocate and secure the use of technology, through a partner agency agreement and this offered one young person increased opportunity to socialise and experience the wider community. This work with young people had been well received by professional partners who in discussion with inspectors, had elaborated on the significance of this progress.

For other young people we found extensive efforts by staff to secure advocacy involvement, however in some instances young people declined this support.

Positive examples of practice included work done with young people at night time. By reviewing written records and through discussion with young people and staff, we found that the service had successfully advocated for medication to assist one young person to experience less anxiety at night time, typically a time of worry for young people experiencing trauma and loss. For others, we heard how they were nurtured and supported to adopt alternative coping strategies which supported improved organising skills, leading to experiencing a less chaotic environment. Young people who experienced such difficulty commented about the help they received from staff to feel more in control of their emotions and abilities.

For those young people who were less engaged in supports, we found that the service and other key professionals continued to advocate for them to maintain their placement, by adopting a strength based and safety focused approach and by keenly listening to young people's views about how they can actively contribute to decisions affecting their lives. Although the behaviours of some young people continued to place them at risk, the views of those involved identified that by helping young people to better understand the nature of exploitative behaviours, they were more likely to build trust and adopt safer routines as a result.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 3 - adequate

Quality of environment

Findings from the inspection

During this inspection, we considered the quality theme relating to the environment and further to speaking with young people, staff and external stakeholders, we awarded a grade of very good, for this quality theme.

Upon arriving at the service, we found that security measures ensured that visitors were met at the entrance to the unit and that the foyer was welcoming and well maintained.

We found that improvements to the physical environment had continued to be prioritised by the service. Despite instances where some young people had impacted upon the furnishings and general fabric of the building, a programme of improvement work had resulted in new carpeting and re-decoration, which offered young people a fresh and comfortable living space. Additionally, a new computer and TV provided young people with access to technology and relaxation, while the development of outdoor space, included new garden furniture and a seating area within the small enclosed garden. Those young people who spoke with us during the inspection, commented that they welcomed these improvements, with some stating that, "I like going out to the garden. It was nice in the summer".

We also noted that the service had encouraged young people and staff, to consider ideas for the development of the basement area, where a sizable room offered scope for further relaxation. We will review progress at the next inspection.

Young people's personal space was located over three floors, with individual bedrooms and adjoining bathing facilities. Bedrooms were personalised and some young people commented that they were "comfortable" and "had everything we need".

Although the service tried to adopt an ethos of promoting resilience in young people by preparing them for adulthood, such as encouraging practical skills, we found that not all young people had developed the skills necessary to equip them for life beyond the service. Some young people lacked the resilience necessary to maintain their personal space, and were at times, too emotionally vulnerable to meet with the expectations of their placement. We discussed this with the manager and advised that thoughtful reflection was needed to ensure young people's involvement was meaningful and appropriate not only to their age, but also their stage of development.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 5 - very good

Quality of staffing

Findings from the inspection

During this inspection, we considered the quality theme relating to staffing and further to speaking with young people, staff and others involved with the service, we awarded a grade of adequate for this quality theme. We also reviewed written records to inform the inspection process.

Some young people spoke positively about the relationships they had with members of the staff team. Where young people commented about feeling safe and nurtured, we heard that staff took time to listen to their views and support them to make positive choices.

Compassionate and caring practices, were described by some young people and staff, during our exploration of the quality of relationship based practices. We were in some instances, reassured by the depth of insight shown by some staff, when discussing the complexities of young people's circumstances and where staff had implemented supportive strategies to encourage young people to develop their skills and take responsibility for their decisions.

Positive examples of key working were evidenced through support to inform young people upon arrival at the service of the supports available to them and ways in which they could successfully adapt to their change in circumstances. We noted careful explanation and rephrasing to ensure young people's understanding of expectations.

We also found that staff contributed at regular meetings regarding young people's plans and were fully involved and informed of decisions affecting placements. We sampled records which demonstrated that staff were responsive to the views of young people who wished to spend time with peers out with the service, while helping them to appreciate what alternatives the service could offer.

We were however told by some young people and by some staff, that inconsistency of approach and an over use of sanctions, created barriers to positive relationships and discouraged effective team work. Although some staff commented that they felt supported and empowered to make decisions when supporting young people's care plans, we also heard that for other members of the team, they felt less valued and in some instances, staff commented that they believed the lack of restorative approaches and poor communication with colleagues, could at times impact negatively on the care of young people. In relation to the use of sanctions, some young people expressed dissatisfaction with how these were at times applied. Some recalled occasions where they felt that inconsistent application of sanctions, resulted in unfairness and feelings of hopelessness in effecting positive change.

Although we noted that there had been on going discussion at meetings regarding the use of sanctions, it was clear that from our discussions during this inspection, that a detailed review of the management of consequences should be undertaken as a matter of priority, in order to ensure improved understanding and application of any consequence to behaviour.

It was clear that differing attitudes and approaches to working together, to the benefit of all young people, was of concern and that low morale was affecting some members of the team. We believed that in order to make effective progress as a whole team, the provider should consult with the staff team to determine their views about the quality of care and support for young people. This should include a focus on consistency of approach and the use of sanctions, as a means of responding to young people's development (see recommendation 1).

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The provider should conduct a review of current working practices relating to the use of sanctions. This will highlight existing approaches to the care and support of young people and will allow for adaptations as required. This will also support more consistent team work and promote improved relationships.

This is to ensure that the care and support of young people is consistent with the Health and Social Care Standards that state, "My care and support is consistent and stable because people work together well", and "If a decision is taken against my wishes, I am supported to understand why" (HSCS, 3.19, 2.13).

Grade: 3 - adequate

Quality of management and leadership

Findings from the inspection

During this inspection, we considered the quality theme relating to management and leadership. Further to speaking with young people, staff, managers and external stakeholders, we awarded a grade of adequate for this quality theme. We also reviewed written records and conducted observations of practice and of the physical environment, to inform our conclusions.

We noted some evidence of improvement, through positive leadership and continuous development planning. As previously stated, the service had made significant progress in improving aspects of the physical environment. We also found that positive links with partner agencies was optimised where young people's expectations were assessed as requiring additional input. Very good involvement of children's rights, had ensured that young people who chose to explore their rights, could expect to receive full support from advocates. We spoke with young people who told us of their involvement with children's rights and how this had helped them to feel valued and listened to by adults involved in their support. Although several aspects of key priorities had been progressed, we advised of the importance of self evaluation, as a means of reflecting upon performance, to gauge the strengths and continue to focus on areas for improvement across all aspects of service delivery.

In order to ensure that young people arriving at the service, were appropriately placed, we noted improved procedures relating to the referral process. Discussions at management meetings had allowed for increased opportunities to explore potential placements and to consider the needs of all young people currently placed, alongside how the service could effectively meet the needs of any new young people who may use the service. Such meetings also provided opportunities to share practice and allow for a development focus, by inviting speakers to present to members of the group. We noted that The Scottish Social Services Council (SSSC) had given a presentation, aimed at supporting awareness of developments within the sector. The manager had in turn, shared this and other learning, with staff in the service.

Quality assurance practices were in place and our review of written records showed that personal information relating to young people, was up to date. We did however, provide advice to the manager about how to improve upon some elements of documentation contained in young people's personal plans. This was intended to support development of more outcome focused recordings.

Within this quality theme, we found variable views from young people and staff, regarding the style and approach relating to management and leadership and we therefore advised the service that it would be helpful to gain insight from young people and staff regarding their experiences of how the service is managed and how leadership is promoted. We expect that this will assist in the wider review of practices and promote improved relationships.

Although our evaluation of the performance of the service, showed that there were some strengths, we believed that in the absence of a clear ethos and philosophy of care, young people's care and support was not as good as it should be and therefore we expect the service to address all elements that are currently not contributing to positive experiences and outcomes for young people. We have made a recommendation regarding the development of a clear sense of purpose and strong ethos, for young people using the service.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The provider should develop a clear statement of purpose for the service, taking account of support for young people who are reaching adulthood and who require assistance to lead a more independent lifestyle. This will support more consistent practice, while assessing individual need of young people.

This is to ensure that care and support of young people is consistent with Health and Social Care Standards that state, " My care and support meets my needs and is right for me" (HSCS, 1.19).

Grade: 3 - adequate

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Enforcement

No enforcement action has been taken against this care service since the last inspection.

Inspection and grading history

Date	Type	Gradings	
6 Jul 2018	Unannounced	Care and support	Not assessed
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	Not assessed
15 May 2017	Unannounced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	3 - Adequate
1 Jul 2016	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	Not assessed
28 May 2015	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good

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Contact us

Care Inspectorate
Compass House
11 Riverside Drive
Dundee
DD1 4NY

enquiries@careinspectorate.com

0345 600 9527

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