

Care service inspection report

Good Shepherd Centre - Close Support Unit

School Care Accommodation Service

Greenock Road
Bishopton
PA7 5PF

Inspected by: Charlie Buckle

Type of inspection: Unannounced

Inspection completed on: 28 March 2012



HAPPY TO TRANSLATE

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Service provided by:

Board of Managers of The Good Shepherd Centre

Service provider number:

SP2003000257

Care service number:

CS2006133835

Contact details for the inspector who inspected this service:

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Summary

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

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

We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Environment		N/A
Quality of Staffing	6	Excellent
Quality of Management and Leadership		N/A

What the service does well

The Close Support Unit provides young people with a high level of safe care and support within an environment which is committed to good quality child care.

Both staff and management have effective knowledge, skills and experience of working with young people who present difficult behaviours and require intense support.

What the service could do better

The Close Support Unit should strive to sustain current performance and continue to progress their improvement plans

What the service has done since the last inspection

The Close Support Unit has been able to sustain current performance and continue to look at ways they can improve. The service has worked very well in securing work or college placements for young people. This has had a positive impact for preparing young people when they move on.

Conclusion

The Close Support Unit is committed to improving the lives of young people who have experienced trauma and difficulties in their lives, resulting in secure care becoming a necessity. They adopt their aims and objectives to the full in order to make significant changes for young people which will assist them to adapt and be more prepared for life in society.

We have found that where the service could do better they improve it, and where young people and others make suggestions, they try and improve their performance.

The unit has been successful in preparing young people with an eventual move back into the community or on to other services.

Who did this inspection

Charlie Buckle

1 About the service we inspected

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

Good Shepherd Close Support Unit consists of a purpose built building to provide support for up to six young people, and a cottage for three young people, all of whom have been residing in the secure unit. It functions as a transitions resource facilitating young people who may be ready to leave the secure unit, but still require additional support before moving on to a less structured environment.

The establishment is situated in a rural setting near Bishopton, Renfrewshire, and is attached to the secure unit where it shares management arrangements and most facilities.

An Operations Team oversees all security within and around the building.

The Close Support Unit is administered by a voluntary Board of Managers on behalf of the Catholic Church in Scotland. The board is affiliated to the Cora Foundation (Counselling or Referral Agency) who are responsible for the strategic management of three such establishments in Scotland.

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

The mission statement of the Secure/Close Support Unit states:

"We view a placement with us as a positive opportunity where the young person can begin to recognise, and reach, their full potential emotionally, physically, socially and spiritually".

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

Quality of Care and Support - Grade 6 - Excellent

Quality of Environment - N/A

Quality of Staffing - Grade 6 - Excellent

Quality of Management and Leadership - N/A

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

2 How we inspected this service

The level of inspection we carried out

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

What we did during the inspection

This unannounced inspection was carried out by Charlie Buckle (inspector) on 28 March 2012. Feedback was given to the service management team at the end of the inspection.

As requested by us, the service had previously sent us an annual return. The service also sent us a self assessment form. These documents provide us with information about the secure unit and how it is performing.

In this inspection we gathered evidence from various sources, including the relevant sections of policies and procedures, records and other documents including:

- * Evidence from the service's most recent self assessment
- * Young people's integrated support plans
- * Complaints records
- * Incident reports
- * Physical intervention analysis
- * Individual Crisis Management Plans
- * 2 Care Plans
- * Transition Plans
- * Young persons' meetings
- * Minutes of the School Council
- * Observing how staff work with young people
- * Observation of the environment through visiting the units
- * 'Have your Say' questionnaires.

Discussion with several people before and during the inspection including:

- 2 young people
- Head of service
- Unit manager
- 3 residential staff
- Centre nurse
- Head of education

- Programmes worker
- Transitions worker.

Grading the service against quality themes and statements

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

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

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

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

The annual return

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

Annual Return Received: Yes – Electronic.

Comments on Self Assessment

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

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

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

Taking the views of people using the care service into account

We spoke with young people during this inspection. The reader will see that we have included what they said to us throughout this report.

Taking carers' views into account

There were no parents available at this inspection, however completed questionnaires and minutes of care reviews told us that they were in general very happy about their child's progress and that staff were looking after them well.

3 The inspection

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

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 – Excellent

Statement 1

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

Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement and has been able to sustain performance from our last inspection.

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people
- the secure unit's 2011-2012 improvement plan
- service specification for secure care in Scotland.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that it maintains its high grades and continues to improve.

The unit has continued to make sure they involve young people, parents and social workers, by asking them how they can continue to improve things.

When young people are admitted to the unit, they are given information about what it offers. Parents and social workers can also get a copy of this if they want.

When we spoke to young people, they told us that staff asked them their views about how they could support them. Young people told us:

"The staff help you loads, so that you can prepare for when you move out"

"I feel more prepared to move back home again".

Young people attended care reviews where they had the opportunity to give their views and opinions about their care and support provided at the unit. Before a review, young people had the opportunity to give their views and opinions by completing a questionnaire titled 'Have Your Say'. Staff provided young people with support where required.

Young people had meetings within the unit. These meetings gave young people the opportunities to talk about what was happening within their unit, make plans about activities, and also raise any issues or ideas they may have.

Each young person had a keyworker who would spend individual time with the young person. Some young people told us that these meetings were good, as it helped them understand what was going on in their life, but also helped them make things better.

The service encourages the use of advocacy for young people. By this we mean, young people being able to discuss the service with their children's rights officer, who in turn can represent their views to management and staff. The organisation also has their own advocacy worker to provide support and representation for young people.

Young people had access to telephone numbers for them to talk with 'ChildLine' and 'Who Cares? Scotland'.

Young people and staff would have a monthly meeting to talk about the National Care Standards and what could improve. This helped young people to have a better understanding of the standards that they could expect within the unit, and also gave opportunity to explore how well staff and young people felt the secure unit was performing.

The unit produced a newsletter titled 'Inside Out' which was designed to provide information about what was happening within the unit.

Young people completed questionnaires which were used to get the views and opinions of young people living in the unit. On completion, management would pull the information together and draw up an action plan on areas where the service needs to improve. This was a consultation exercise that also included views from parents and social workers.

Young people were aware of the complaints procedure and were confident in using this if they found it necessary. We saw records of complaints that young people had made regarding aspects of the unit they were unhappy about and what staff done about it.

The unit had meetings with parent and social workers. This made sure that they could see work done by the young people, meet staff and managers and see the premises.

Young people told us that they had a school council which helped to make some decisions about what they do and how things can improve.

Parents and social workers were given questionnaires so that they could give their views about what was happening in the unit. We saw some of this information which were very complimentary about the support young people were getting.

All aspects of how the unit involved young people, parents and others was included within the overall improvement plan.

Areas for improvement

The service should continue to operate at this high level and continue to improve and sustain standards.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.

Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement, and has been able to sustain performance from our last inspection.

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people
- the secure unit's 2011-2012 improvement plan
- service specification for secure care in Scotland.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that it maintains its high grades and continues to improve.

Young people had work placements arranged and agreed with them, for example, working in a farm, a care home, mechanics. The head of education worked well with firms and colleges in order to set up good opportunities and experiences for young people.

Outcomes for young people were excellent as a result of their achievements. This helped to improve their self confidence, self worth, and in general gave them a sense of hope.

The assessment and care plan documentation was exemplary, and completed to a very high standard. The care plan made sure that staff had relevant details on the young person, what action they need to take to support the young person, and details what the outcomes would be as a result. It was very clear that these plans were designed to make a difference in the young person's life.

The unit has links to an external consultant from Boston University who checks how effective young people's care plans and assessments are. Staff and management can access information online and make changes to the young person's plans if alerted by the consultant that they may need additional support. This makes sure that outcomes for young people are given priority on an ongoing basis. For example there may be things going on in a young person's life that requires a change to the care plan or a referral to another service to provide help.

Each young person had an Individual Crisis Management Plan (ICMP). These were plans that were drawn up with staff and the young person to focus on how each young person could be supported when in crisis. For example, staff would discuss with the young person about ways they could deal with issues regarding their behaviour and what methods would be appropriate to use in order support them. These plans were reviewed on a regular basis and we noted that where a change had been identified then this was put in place to support the young person.

Staff worked well to establish good working relationships with young people and on most occasions used this when managing a young person's behaviour.

We sampled incident reports where staff had to manage a young person's behaviour. We found these to provide good detail explaining about the incident, how it was managed, and how the young person was supported. Following incidents each young person had the opportunity to reflect on what had happened with staff, and what could prevent incidents occurring in the future.

We found that all incident reports were quality assured by senior management. By this we mean management would check each report to ensure that procedures were appropriate and make comment about practice or any other action that would be required.

Young people had experience of programmes work which were designed to help young people change risk factors such as behaviour, attitudes and social circumstances to reduce offending. Programmes are put in place once the young person has been assessed and they can introduce the correct methods to support them. An example of some of the programmes that young people will undertake are:

- * Keep Your Cool - anger management
- * Violence Is Not the Only Choice
- * Offending Is Not the Only Choice
- * Assert Yourself
- * Victim Empathy
- * Life Skills
- * Drug and Alcohol Awareness
- * Tai Chi
- * Reiki.

The duration of completing the programmes was over several weeks however young people were supported throughout if they needed more time.

It was noted that since the unit has both boys and girls, that programmes were appropriate for either.

Programmes work also made sure that the young people could take responsibility for their actions. This improved outcomes for young people where offending was a problem, as they were supported to understand their crime and the effect it had on victims.

Programmes supported parents and young people during the transition of going home. One parent found real value in this support in terms of building more positive relationships.

Social workers were updated weekly on the young person's progress. When we asked social workers for their views on the work of the secure unit they told us that both education and programmes work had a positive change in young people. They told us that young people's confidence and self esteem had improved as a result of staff encouragement and commitment.

Partnerships continued to be developed with other organisations to broaden individual opportunities. The unit's relationship with Enterprise Scotland and the Careers Service was well established.

We observed that all staff within care and education were enthusiastic about young people achieving and reaching their potential.

The Close Support Unit worked well in preparing young people to achieve independent living skills. For example budgeting, cooking, seeking employment etc.

Staff had undertaken training relating to Pathways Planning and transitions. This assisted young people to be more prepared to move on from the unit and be able to cope better.

Staff from the unit would continue to provide young people with support on an outreach basis, so that they could have the added support from staff who they knew.

We saw comments from parents, in the secure unit's consultation exercise, which were complimentary about work done with their child.

All aspects of how the unit arranged care and support for young people were included within the overall improvement plan. In addition, reference was made to guidance from significant reports, for example:

- Getting It Right for Every Child (GIRFEC)
- How Good Is Your Team?
- Protecting Children and Young People
- Higher Aspirations, Brighter Futures
- How Good Is Your School?

Areas for improvement

Transitions staff continued to develop working relationships with local authorities, in order for the process to work more effectively. By this we mean staff at the unit tried to ensure that the arranged Pathways planning was being completed and actioned. It was identified that consistency within some local authorities could present some issues, in terms of ensuring plans were being taken forward.

The service should continue to operate at this high level and continue to improve and sustain standards.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

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

Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement, and has been able to sustain performance from our last inspection.

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people
- the secure unit's 2011-2012 improvement plan
- service specification for secure care in Scotland.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that it maintains its high grades and continues to improve.

During this inspection we found that young people's health was a priority for staff and management. Some comments included:

"The staff look after your health, and you can always speak to the nurse in private"

"Staff make sure you go to your appointments, or they will go along with you"

"Can always talk to the nurse if you feel not well".

The secure unit has a full time nurse who provided individual support to young people and staff within both the secure unit and the close support unit. Each young person received a comprehensive medical on admission and was also seen by the visiting GP.

Health promotion was a major strength within this secure unit with both young people and staff being confident in consulting the nurse about any concerns and worries. This made sure that the unit had a clear understanding of young people's health needs and could get the right support when needed.

The unit continued to have regular access to psychological and psychiatric support via the service's own psychological services or the CAMHS (Child and Adolescent Mental Health Services) team. This made sure that young people could still be supported when they left the unit if there was a need.

Communication between the various health services was very close with regular meetings taking place to discuss individual young people's progress.

Good support, advice and training was provided to staff in relation to healthcare. Staff that we interviewed were able to confirm this. Staff had also recently undertaken training that would support young people's mental wellbeing. Emotional health was promoted with young people experiencing better outcomes in their confidence and self worth.

Care plans and Pathway plans were well written and we saw very good evidence of how the unit would care and support young people throughout the placement.

All aspects of how the Close Support Unit arranged care and support for young people was included within the overall improvement plan.

Areas for improvement

The service should continue to operate at this high level and continue to improve and sustain standards.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 5

We respond to service users' care and support needs using person centered values.

Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement, and has been able to sustain performance from our last inspection.

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people
- the secure unit's 2011-2012 Improvement plan
- service specification for secure care in Scotland.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that it maintains its high grades and continues to improve.

We observed excellent practice with young people with staff having a very good knowledge of young people's needs. Staff presented as being knowledgeable, committed and motivated to improving the lives of young people.

We sampled care plans. We found the recording within these documents to be respectful and appropriate.

Staff treated young people sensitively and with dignity.

We found that person centred values were promoted and supported within the organisation in a number of ways, for example:

- Through training in safe care, child protection, suicide prevention, SVQ and HNC qualifications and management training.
- The induction process for staff explores values within the secure environment.
- Staff appraisal and ongoing supervision explores and challenges values.
- Organisational confidentiality policy.
- Work ongoing with the anti-bullying campaign.

- Young people's meetings reinforces respect and values.
- Social workers were complimentary about the effectiveness of staff and their value base in working with difficult young people. Some stated that they found staff to be very person centred and accommodating.
- Staff continue to seek new knowledge and expertise pertinent to the care of the young people.
- Through effective family work with young people and their parents.

Young people told us that staff continued to treat them well and with respect. They had the view that staff knew how to support them, and that they didn't judge them on things regarding their past.

The overall approach ensures that young people can experience better outcomes as a result of being cared for within a supportive environment, and with staff who have the right value base in working with young people in residential care.

All aspects of how the unit arranged care and support for young people was included within the overall improvement plan.

Areas for improvement

The service should continue to operate at this high level and continue to improve and sustain standards.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment - NOT ASSESSED

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 – Excellent

Statement 1

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

Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement, and has been able to sustain performance from our last inspection.

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people
- the secure unit's 2011-2012 Improvement plan
- service specification for secure care in Scotland.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that it maintains its high grades and continues to improve.

Refer to Quality Theme 1, Statement 1, regarding how young people and parents are involved further within the unit.

The service continues to get good feedback from young people parents, and social workers about how young people are being supported at the unit.

Young people who spoke with us said that staff were good and treated them fairly and with respect.

Young people had their say when the secure unit was employing new staff.

The views of young people are used in staff supervision so that managers can talk about their performance in their job.

The needs of young people can result in staff undertaking specific training. This improves the quality of staff in terms of developing new skills to care for young people.

All aspects of how the unit involved young people, parents and others was included within the overall improvement plan.

Areas for improvement

The service should continue to operate at this high level and continue to improve and sustain standards.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

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

Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement, and has been able to sustain performance from our last inspection.

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people
- the secure unit's 2011-2012 Improvement plan
- service specification for secure care in Scotland.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that it maintains its high grades and continues to improve.

All staff were registered with the Scottish Social Services Council (SSSC). This is the organisation staff need to register with so that they can work in the secure unit.

We observed that staff were motivated and committed to working with the young people. We also saw that when they were planning ahead or making improvements, then it was obvious that young people were at the centre of this process. This made sure that outcomes for the young people were good, and that they had staff who were interested in improving their lives.

We observed that staff and managers addressed each other with mutual respect.

All staff had a personal development plan in place which helped to inform their identified training needs.

Staff responsible for delivering programmes work for young people informed that they receive intense training.

There were sufficient staff numbers on shift across all of the units. We checked this by looking at the staff rota over a period of time.

Staff told us that they continue to receive all types of training to improve their performance. This also ensured good outcomes for young people, by having highly trained staff to support them, and also would continue to develop their practice.

We were informed by staff that they have regular team meetings to discuss young people. This made sure that staff were able to meet and discuss plans for young people, and also to discuss their progress.

Staff felt that the morale and team dynamics were good and that staff worked well as a team with a consistent approach to meeting young people's needs with focus on positive outcomes.

Since the last inspection all staff within the unit had a development day which looked at practice and performance of the team. This gave the opportunity to discuss young people's needs and how the team was working in a consistent manner.

Staff were observed to work well with young people and had a professional approach as a team in terms of their own conduct.

Staff had appropriate qualifications with good experience of working with young people. Young people told us: "The staff know their job well, and I think they get good training."

"They are good, and when you need them, sometimes to talk about thing that annoy you then they help you."

Staff told us that management were open and relaxed and that the Good Shepherd Secure Unit and Close Support Unit were positive environments to work in. There was a view that they had good opportunities to develop and could approach management and give their views.

Staff worked well with other agencies including when young people were discharged from the unit.

Staff continued to properly prepare young people for moving either to the community or on to other services.

We observed good communication between staff teams at changeovers, with staff being prepared well for their shift and knew what was happening with the young people they worked with. This made sure that young people were being supported in a consistent manner.

All aspects of how the unit worked with young people and improved performance was included within the overall improvement plan.

Areas for improvement

The service should continue to operate at this high level and continue to improve and sustain standards.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

**Quality Theme 4: Quality of Management and Leadership - NOT
ASSESSED**

4 Other information

Complaints

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

Enforcements

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

Additional Information

N/A

Action Plan

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

5 Summary of grades

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
Statement 3	6 - Excellent
Statement 5	6 - Excellent
Quality of Environment - Not Assessed	
Quality of Staffing - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Management and Leadership - Not Assessed	

6 Inspection and grading history

Date	Type	Gradings
5 Sep 2011	Unannounced	Care and support 6 - Excellent Environment Not Assessed Staffing 6 - Excellent Management and Leadership Not Assessed
25 Oct 2010	Unannounced	Care and support 5 - Very Good Environment Not Assessed Staffing 5 - Very Good Management and Leadership Not Assessed
24 Mar 2010	Announced	Care and support 5 - Very Good Environment 5 - Very Good Staffing Not Assessed Management and Leadership 5 - Very Good
16 Sep 2009	Unannounced	Care and support 4 - Good Environment 5 - Very Good

Inspection report continued

		Staffing 5 - Very Good Management and Leadership 4 - Good
31 Mar 2009	Unannounced	Care and support 5 - Very Good Environment 5 - Very Good Staffing 4 - Good Management and Leadership 4 - Good
27 Oct 2008	Announced	Care and support 4 - Good Environment 5 - Very Good Staffing 5 - Very Good Management and Leadership 5 - Very Good

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

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

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

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