

The Mallard Care Home Service

Glasgow

Type of inspection:
Unannounced

Completed on:
10 March 2020

Service provided by:
Church of Scotland Trading as
Crossreach

Service provider number:
SP2004005785

Service no:
CS2003000924

About the service

The Mallard is a registered care home for children and young people up to the age of nineteen who have a range of disabilities. The service aims to provide support and accommodation for short breaks as well as longer term residential care provided within the Garratt building.

The provider is the Church of Scotland Trading as Crossreach.

The Mallard is a purpose-built facility which offers respite accommodation for up to six young people. At the time of this inspection, three young people were accommodated on a long-term basis within the Garratt building.

Both houses are spacious, well equipped and well furnished. The properties have access to a large garden which provides plenty of space for play and relaxation. The Mallard has a sensory room which the young people from both houses can use.

The Mallard and the Garratt aim to support the children and young people they care for to reach their full potential.

This inspection was carried out in conjunction with an inspection of the Mallard Go2 support service, based in an annex of the Mallard building. A separate report has been produced for that inspection.

What people told us

During the course of our inspection, we carried out observations within the services and found children and young people to be happy and confident in their surroundings and interactions. They were experiencing attentive care which met their needs.

We spoke with four young people who were currently accessing services from the Mallard and Garratt who were generally very positive about their experience of support.

One young person advised that "the staff are incredible" and another highlighted that a positive aspect was "it gives mum a break".

We also spoke with the parents of two young people currently accessing services who were overwhelmingly positive in their views of the care and support provided. Some comments they provided are as follows -

"(The service) brings other people into his life and helps him understand that his world is bigger than just mum and dad."

"His needs are matched to what we would do at home."

"The managers are really approachable."

"It was a god send. We knew he was well cared for."

How well do we support children and young people's wellbeing?

5 - Very Good

We were satisfied that the service has appropriate child and adult protection policies and procedures in place to ensure the safety of people using the service and that these are being used appropriately where required.

The Care Inspectorate recently undertook an audit of Crossreach's recruitment procedures and processes. These were found to support the principles of safe recruitment and protect people who use their care services.

We were informed that there have been no complaints in relation to the Garratt and Mallard service since the time of the last inspection.

Children and young people were seen to experience positive, respectful and compassionate care within a warm and welcoming environment. Interactions were observed to be fun and relaxed with young people clearly being comfortable and enjoying their experiences. Staff were viewed very positively by both young people, parents and other professionals that we spoke with in terms of their presentation, skills and abilities. The enthusiasm and commitment of the staff we observed and spoke with was always evident and formed an integral part of the positive experiences of young people within the service and other visitors.

Young people's rights within the service were supported and promoted by staff and regular and consistent engagement with Children's Right's workers. We found evidence of this in young people's files and through discussions with young people, staff and a children's rights worker. This offered examples of the way promoting young people's rights and participation in their own care is embedded in the culture of the service. We spoke with one children's rights worker who also expressed the view that the staff are good at advocating on behalf of the young people.

The service display their responses to young people's views and requests by using the "You said, we did" format which is captured in photographs adorning the walls. This is a visual method of highlighting these actions to young people, parents/carers and visitors to the service in a friendly and accessible way.

Parents we spoke with highlighted the very positive transition process that was provided for them and their child in advance of attending the service. Their experiences included numerous visits, sharing of information and opportunities to speak with other parents. In one instance, photographs of the service were provided for the purpose of familiarising the young person with the environment and supporting them to understand and communicate their wishes about attending.

Young people within the service received highly personalised care which was enhanced by the good understanding held of them, both as individuals and as a group, by the staff team. This is particularly important where young people have limited communication or understanding and therefore, rely entirely on their carers to ensure their safety and well-being. As part of this, young people were seen to be routinely supported and encouraged to exercise choice in their daily lives.

We found the service to be a warm and welcoming environment. During our time there, we observed

children and young people to be relaxed, familiar with and confident in, their environment. The warm relationships between them and the staff members was apparent, with humour and fun being a consistent theme. Young people were seen to be enjoying themselves and having fun with their peers and/or staff members and were at different points accessing a variety of activities.

Young people are also noted to be regularly supported to take part in a range of activities of interest outwith the service and they spoke to us enthusiastically about their previous and recent experiences. This aspect of care was highlighted by parents as a significant strength (as in some of these cases children and young people were offered the opportunity to have experiences which would not be possible at home).

The registered manager advised of their intention to seek changes to registration of the service in line with continuing care (relating to the Garratt). This reflects the service's commitment to ensuring young people within the Garratt service have access to consistent, ongoing care and support offering them a sense of security.

Young people using the service experience a range of complex health and developmental needs which are well met within the service. We saw good examples of the multidisciplinary working with parents and other professionals, including health, to support the staff team to meet needs. The service work hard to ensure all appointments, including multidisciplinary meetings and health appointments of young people within the Garratt, are attended. This was reiterated by a parent, the children's rights worker and a placing social worker.

Staff spoke positively about the training they had received and had access to which supported them in their roles. We were advised of specific training which is required by staff to meet the individual needs of certain young people which was robust in nature. We also heard about various training opportunities available to support staff to ensure the complex needs of young people within the service could be met.

There were a number of examples of how the health and development of young people within the service have been positively impacted by their care and support. This included medical conditions being well managed and improved, young people developing increased appropriate skills in line with their age and stage of development, increased sense of security and self-confidence.

We noted some medication errors have taken place in the Mallard since the time of the last inspection and confirmed that actions have been taken to improve systems in relation to this.

How good is our leadership?

4 - Good

There are a number of areas where the service has sustained or driven forward improvements, many in direct response to identified need.

The service was seen to work hard to ensure that staff have been well supported during a challenging time and there is a real drive to support their mental health and emotional well-being. The development day was also used as an opportunity for team building and support, bringing staff teams together and to boost morale.

There is a clear recognition within the organisation of the importance of supporting family members/carers as part of a holistic approach to providing care to children and young people accessing the service. This was reflected in our conversations with staff, parents and other professionals. There is a clear vision held by the

registered manager for the development of a holistic service and this is a clearly emerging picture and we look forward to seeing how this progresses.

Significant efforts were made to fundraise for the renovation of the spa pool, resulting in an amazing achievement. We look forward to seeing the progress of the renovations and use of the new pool area for children and young people.

We were advised of examples which highlighted the innovative use of the service environment in meeting identified need and progressing a holistic service. For example, the Little Marvels toddler group which offers family/parenting support with opportunities for play for children from birth - 5 years and the planned Mellow Ability pilot project which aims to provide earlier support to families.

We noted, however, some environmental issues which could impact on children and young people's experiences which had not been identified and sufficiently addressed.

The garden areas are a wonderful space which contain a variety of equipment to increase enjoyment of the outdoors. We heard very positive comments from parents and staff regarding the regular use of the area. However, we identified a number of repair and maintenance issues which, although had been identified, had not been addressed. These have the potential to negatively impact young people's experience and outcomes. We encouraged the service to ensure that risk assessments for the area were robust and up-to-date and to ensure regular visual checks, professional maintenance checks and repair of equipment is regularly undertaken.

Regular checks of the interior of the service were found to be robust; however, we found that one area in particular, which had been identified as high risk, had not been recognised as such and addressed. We have been assured by the registered manager that this will be dealt with as a matter of urgency.

In addition, we found that while systems for quality assuring young people's care plans and related documents were in place, these were not identifying ongoing issues. This compounds constraints on care planning and outcomes progression for children and young people.

It was, therefore, identified that a number of aspects of quality assurance within the service were not as robust as the service would hope. Improvements in these would reduce risks and promote more positive outcomes for children and young people. In addition, since the time of the last inspection, a number of notifiable events were not passed to the Care inspectorate. We note that improvement in this area was also encouraged at the time of the last inspection. (See Area for Improvement 1)

Areas for improvement

1. Robust quality assurance systems should be implemented within the service. These should be meaningful and effective in identifying, addressing and monitoring areas for improvement. In addition the service should notify the care inspectorate as detailed in the document: "Records that all registered care services (except childminding) must keep and guidance on notification reporting" (2012 and amended 01.04.2015).

This is to ensure that care and support is consistent with the Health and Social Care Standards which state "I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes". (HSCS 4.19) and "I benefit from different organisations working together and

sharing information about me promptly where appropriate, and I understand how my privacy and confidentiality are respected." HSCS 4.18)

How good is our staff team?

This key question was not assessed.

How good is our setting?

This key question was not assessed.

How well is our care and support planned?

4 - Good

We were able to see some positive outcomes for children and young people across the services in relation to their health and well-being, engagement in education, training, voluntary work, social opportunities and experiences.

We were very impressed by a 'floor book' which has been developed by the team manager within the Mallard. It was a wonderful visual method of clearly highlighting desired outcomes, measures of how this will be achieved, successes and the next steps of young people within the service, incorporating photographs and written information. We understand that this book is accessed by young people and parents. While floor books were also in operation in the other services, we would encourage the service to further enhance these by modelling that in the Mallard.

We also had sight of a holiday book containing photographs of young people's adventures. These are provided to the young people to take home and we were fortunate that a parent provided one to us during our time there.

We also noted examples that highlighted the service have been responsive and innovative in use of funding to maximise young people's experiences through care planning to combine time within services to allow short breaks.

However, at the time of the last inspection, it was highlighted that improvements in relation to care planning, particularly in respect of outcomes identification and evaluation of progress, should be made. At the time of this inspection, we found that this area had not been sufficiently progressed. Our sample of care planning documents (including outcomes recording, monitoring and evaluation and risk assessments) indicated that these were not being used as effectively as the service would have hoped and required to be updated and meaningfully reviewed. (See Area for Improvement)

The information available to us at the time of this inspection indicates that there is a potential for outcomes to be constrained by the inconsistencies in care planning. The meaningful, regular review and update of these documents will act to assist staff in promoting positive, relevant and aspirational outcomes for children and young people and support their safety and well-being. As highlighted in Management and Leadership discussions, more robust quality assurance mechanisms would further act to support this improvement and ensure consistency in quality over time.

The service advised that there had been a number of emergency placements within the Mallard which presented significant pressures and challenges since the time of the last inspection. While recognising the competing demands in these instances, we noted that this had negatively impacted on some young people's experiences.

Complaints

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

Detailed evaluations

How well do we support children and young people's wellbeing?	5 - Very Good
1.1 Children and young people experience compassion, dignity and respect	5 - Very Good
1.2 Children and young people get the most out of life	5 - Very Good
1.3 Children and young people's health benefits from their care and support they experience	5 - Very Good

How good is our leadership?	4 - Good
2.2 Quality assurance and improvement are led well	4 - Good

How well is our care and support planned?	4 - Good
5.1 Assessment and care planning reflects children and young people's needs and wishes	4 - Good

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