

Children  
And  
Joint  
Commissioning

**Q**uality  
**S**tandard  
**F**ramework



**Organisation**

**HC-One**

**Home**

**Brierton Lodge**

**Responsible Person**

**Jayne Parkins**

**Date of Report**

**21 February 2024**

**Contracts and Quality Officer**

**Andrew Ross**

## Overview of Home

Brierton Lodge is a nursing home for older people providing residential, nursing and dementia care with 58 en-suite bedrooms over two floors.

The management team are well established and staff are trained and supported to deliver high standards of care.

The home has robust quality assurance, safeguarding, complaints and infection control processes and the premises and equipment is maintained appropriately.

The home works effectively in partnership with other agencies and professionals.

The home has actively recruited more permanent nursing staff to provide consistency of staffing in the home and to ensure appropriate staffing levels are always maintained.

The layout of the home ensures that people have access to appropriate spaces and recent improvements have been made to the environment at the home which have been well received.

The home is implementing electronic care plans in the upcoming months, which should help to address remaining care planning and daily recording issues.

Some minor areas for improvement have been identified within the Medication domain and the home is working towards an action plan set by the medication optimisation team.

## Summary of Outcomes

The home has scored highly in most areas and has been rated as Grade 1 with an overall score of 922 points.

| <b><u>Summary of Outcomes</u></b>                         |                          |
|---|--------------------------|
| <b>Name of Home-Brierton Lodge</b>                        |                          |
| <b>Date of Report - 14-Feb-2024</b>                       |                          |
|   | <b>Determination</b>     |
| <b><u>Person Centred Care</u></b>                         |                          |
| <b>1 - Assessment &amp; Review</b>                        | <b>Substantially Met</b> |
| <b>2 - MCA &amp; Consent</b>                              | <b>Fully Met</b>         |
| <b>3 - DoIS</b>   | <b>Fully Met</b>         |
| <b>4 - Nutrition &amp; Hydration</b>                      | <b>Fully Met</b>         |
| <b>5 - Promoting Dignity, Autonomy &amp; Choice</b>       | <b>Fully Met</b>         |
| <b><u>Safe Care and Treatment</u></b>                     |                          |
| <b>6 - Safeguarding/Understanding Safeguarding</b>        | <b>Fully Met</b>         |
| <b>7 - Medication</b>                                     | <b>Fully Met</b>         |
| <b>8 - Infection Control</b>                              | <b>Fully Met</b>         |
| <b>9 - Premises &amp; Equipment</b>                       | <b>Fully Met</b>         |
| <b>10 - Health &amp; Safety</b>                           |                          |
| <b>11 - Moving &amp; Handling</b>                         | <b>Fully Met</b>         |
| <b><u>Governance</u></b>                                  |                          |
| <b>12 - Leadership &amp; Management</b>                   | <b>Fully Met</b>         |
| <b>13 - Staffing, Recruitment, Support &amp; Learning</b> | <b>Fully Met</b>         |
| <b>14 - Quality Assurance</b>                             | <b>Fully Met</b>         |
| <b>15 - Complaints</b>                                    | <b>Fully Met</b>         |

## **Person Centred Care**

### **1 - Assessment & Review**

#### **Determination - Substantially Met**

All people receiving the service have a written care plan that is monitored and evaluated but the service must ensure regular reviews are completed and recorded without gaps or omission to ensure the information is always up to date and accurate.

People's physical, mental health and social needs holistically are assessed, and their care, treatment and support is delivered in line with relevant legislation and guidance, to achieve effective outcomes.

Generally, people's care records are accurate, complete, legible, up-to-date, securely stored and available to relevant staff so that they support people to stay safe.

It is clear that attempts have been made to improve the layout and content of care plans but issues still remain with the indexing and order of files as well as gaps and omissions in documents such as signatures, dates and incomplete sections.

The service ensures that people are provided with the information and understanding about their healthcare and treatment options.

People are involved in regularly monitoring their health, daily care records are completed but can be illegible and basic such as "settled day" and on occasion recording sheets can be missing.

People can access care, support and treatment in a timely way and improvements have been made to ensure referrals are made quickly to appropriate health services when people's needs change.

People contribute to planning their care and support, wherever possible, with their strengths, levels of independence and quality of life are taken into account.

In general, people's care plans reflect their physical, mental, emotional and social needs and incorporate their personal history, individual preferences, interests and aspirations. Care plans are understood by staff so people have as much choice and control as possible.

People's oral health needs are met and kept under review with professional guidance sought in a timely manner when required.

The service shares appropriate information and assessments with other relevant agencies for the benefit of people who use the service however the service needs to ensure that consent to sharing information is always sought, recorded and reviewed.

The service attempts to gather people's preferences and choices for their end of life care and these are recorded, reviewed and communicated and acted on where possible. Family, friends and other representatives are involved in planning, managing and making decisions about their end of life care including advanced decisions made in line with the Mental Capacity Act 2005, however people do not always wish to engage.

The service ensures that it quickly identifies people in the last days of life whose condition may be unpredictable and change rapidly and, where required ensures that people have rapid access to support, equipment and medicines including from specialist palliative care professionals.

Staff do not appear to have had any recent end of life training.

The service supports people's families, other people using the service and staff when someone dies.

**The Home has not demonstrated achievement of this outcome.**

There can be some gaps, omissions and inaccuracies in care plans and daily notes which may result in inappropriate care and treatment being provided.

The level of impact has been assessed as low – there is no or minimal impact on residents.

The likelihood that the impact will happen or recur has been assessed as possible – the impact may happen/recur but it is not a persistent issue.

## **2 - MCA & Consent**

### **Determination - Fully Met**

Staff recognise when people need and want support from their carers, advocates or representatives to help them understand and be involved in their care, treatment and support and staff help people to get this support.

The service provides information to people and their families about organisations and advocacy services that can provide independent support and advice about their care, treatment and support.

Staff understand the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005 and other relevant national guidance.

People are supported and are given the information and explanations they need to make their own decisions in line with relevant legislation and guidance.

Decisions around a person's possible lack of mental capacity are assessed and recorded.

When people lack the mental capacity to make a decision, staff ensure that best interest decisions are made in accordance with legislation.

The process for seeking consent is monitored and reviewed to ensure it meets legal requirements and follows relevant national guidance.

There are arrangements for people to be involved in decisions about managing risks appropriately including positive risk taking.

Risk management policies and procedures are in place to minimise restrictions on people's freedom, choice and control, in particular for people who lack mental capacity.

Staff are trained to understand, prevent and manage people's behaviour that challenges whilst ensuring the individual is supported appropriately.

The service identifies and meets the information and communication needs of people with a disability or sensory loss. Information is recorded, highlighted and shared with others when required with the consent of the person.

**The Home has demonstrated achievement of this outcome.**

### **3 - DoLS**

#### **Determination - Fully Met**

The service promotes supportive practice that avoids the need for physical restraint, however where physical restraint is necessary, the service ensures that it is used in a safe, proportionate, and monitored way as part of a person-centred support plan.

Staff recognise when people who lack mental capacity, are being deprived of their liberty and they seek authorisation to do so when considered necessary and proportionate.

Most staff are trained to understand the difference between lawful and unlawful restraint practices. Action is taken to minimise the use of restraint.

There is a system of monitoring to ensure the person's representative maintains regular contact with the person and acts when contact is not maintained.

The service has a system to monitor DoLS authorisations and their review dates however some additional processes have been advised for the service to evidence that DOLS have been reapplied for but the service is awaiting the granted application to be returned from the local authority.

The service must ensure that the DOLS application and authorisation log is accurate and kept up to date to effectively monitor the process.

Management has oversight on the process to ensure where a restriction may actually amount to a deprivation of liberty.

**The Home has demonstrated achievement of this outcome.**

#### **4 - Nutrition & Hydration**

##### **Determination - Fully Met**

People are involved in decisions about what they eat and drink, where possible and their preferences are recorded, reviewed and acted upon. Currently, the home does not have any residents with cultural and religious requirements in relation to their eating and drinking however there are processes in place to record and manage this, if it was required for any future residents.

People have access to dietary and nutritional specialists to help meet their assessed needs if required.

If required, people receive prompts and encouragement to eat and people appear to enjoy mealtimes and do not feel rushed.

Risks to people with complex needs or lack capacity are identified and managed in relation to their eating and drinking.

Relevant staff have completed food hygiene training and the correct procedures are in place and followed wherever food is prepared and stored.

People have accurate nutrition and hydration assessments for eating and drinking which are carried out by trained staff.

Where people require support with eating such as encouragement and prompting, this is done in a compassionate way that maximises people's independence and maintains their dignity.

The service is aware of specialist diets, allergies, choking risks and lifestyle choices, and these are recorded, kept up to date and shared as appropriate.

People have access to specialist equipment in a timely manner to meet their assessed need.

Drinks are offered throughout the day and when required, people's intake is monitored to ensure their assessed needs are being met.

The newly introduced express menu is available any time of the day to ensure residents returning from hospital, attending appointments or other who were not hungry during regular mealtimes can still receive a light meal from a range of advertised options.

People can choose the location of where they eat including the dining room, their own room or communal areas and are supported to do so.

People are offered a choice of food and drink and this is served at an appropriate temperature. The advertised food menu often does not always match with the food options available to residents on the day.

People who choose to eat in their bedroom or communal areas were checked upon by staff more frequently than during previous mealtime observations last year.

**The Home has demonstrated achievement of this outcome.**

## **5 - Promoting Dignity, Autonomy & Choice**

### **Determination - Fully Met**

Staff show concern for people's wellbeing in a caring and meaningful way and respond to their needs in a timely manner on a day to day basis.

The service makes sure that people, and those close to them, feel like they matter, and that staff listen to them and talk to them appropriately and in a way they can understand.

Where possible, people are involved in developing the service including:• deciding how they choose to spend their day• planning activities and outings• decisions around personal care and how and when help is provided• devising menus and the timing and place of meals, and• people are consulted when alterations to their living space is planned.

Staff seek accessible ways to communicate with people (when their protected and other characteristics under the Equality Act make this necessary) to reduce or remove barriers.

Staff know the people they are caring for and supporting, including their preferences, personal histories, and backgrounds.

Staff make sure that people's privacy and dignity needs are understood and respected including during personal care.

People receive support to be independent. Their wishes are recorded, reviewed and acted upon wherever possible.

People's relatives and friends are made to feel welcome and are able to visit without being unnecessarily restricted. There are arrangements to encourage relatives and friends to provide feedback on the service.

Processes are in place to ensure there is no discrimination when making care and support decisions.

People are supported to follow their interests and take part in activities that are appropriate to them.

The home has some links with the local and wider community but these could be further developed and should include more opportunities for a range of regular planned outings for residents.

The service ensures that people are encouraged and supported to develop and maintain relationships with people that matter to them.

The service has nominated Dementia champions but this role could be developed to ensure standards in dementia care on an individual and service wide basis and are being met.

**The Home has demonstrated achievement of this outcome.**

## **Safe Care & Treatment**

### **6 - Safeguarding/Understanding Safeguarding**

#### **Determination - Fully Met**

Safeguarding systems, processes and practices are in place, staff are aware and any updates are communicated to staff.

Systems, processes and practices protect people from abuse, neglect, harassment and breaches of their dignity and respect.

Staff can recognise signs of potential abuse and know what to do when abuse is suspected. It is unclear if safeguarding is covered as part of staff induction.

Processes are in place to ensure people are protected from discrimination, harassment and abuse, in line with the Equality Act.

People are supported to understand what safeguarding means, and they are encouraged to raise any concerns.

If people are subject to a safeguarding investigation, they are supported during this process.

Staff understand their responsibilities to raise concerns, to record safety incidents, concerns and near misses, and to report them internally and externally, where appropriate.

There are processes for reviewing and investigating safeguarding incidents when they occur. Relevant staff, services, partner organisations and people who use services are involved in reviews and investigations

Safeguarding investigations, reviews and audits ensure lessons can be learned to improve how care, treatment and support is delivered.

**The Home has demonstrated achievement of this outcome.**

### **7 - Medication**

#### **Determination - Fully Met**

The medication outcome has been assessed by the Medicines Optimisation Service and further information can be found in the Assessment Report dated 23-Nov-2023 appended to this report.

The home must ensure that monthly medication incident logs are submitted in a timely manner.

Minor areas have been identified for improvement and the home are working towards an action plan.

**The Home has demonstrated achievement of this outcome.**

## **8 - Cleanliness and infection control**

### **Determination - Fully Met**

There are arrangements for making sure that premises are kept clean and hygienic so that people are protected from infections that could affect both staff and people using services. This includes:- Up to date Policy and procedure- Staff Training, including with the IPC Nurses- Necessary resources- Risk Assessments- Cleaning Records/Schedules- Quality Audits

Staff understand their roles and responsibilities in relation to infection control and hygiene and providers support with this.

Policies and procedures are maintained and followed in line with current relevant national guidance.

The service ensures that it alerts the right external agencies (e.g. HBC, visitors, and professionals) to concerns around infections that affect people's health and wellbeing.

The home has designated IPC Champions.

The service does not complete essential steps or hand hygiene observations but the manager advised that staff complete an IPC compliance log but this was not provided as evidence.

The Service provides and maintains a clean and appropriate environment in managed premises that facilitates the prevention and control of infections.

On occasion the service has sought advice and guidance from the Infection control nurse.

**The Home has demonstrated achievement of this outcome.**

## **9 - Premises & Equipment**

### **Determination - Fully Met**

Technology is used to support people to receive timely care and support and is easy to use.

Equipment, which is owned or used by the provider, is managed to support people to stay safe.

The premises and safety of communal and personal spaces (such as bedrooms) and the living environment are checked and managed to support people to stay safe.

Learning from lessons is shared to make sure that action is taken to improve safety across relevant parts of the service. Staff learn from reviews and investigations by other services and organisations.

The service has arrangements to respond to relevant external safety alerts, recalls, inquiries, investigations and reviews. Information is shared to staff when appropriate.

Examples were provided to demonstrate that people are involved in some decisions about the environment but this could be improved to ensure residents and relatives are actively involved in more decisions whenever appropriate.

People have access to appropriate spaces: • in gardens and other outdoor spaces • to see and look after their visitors • for meaningful activities • to spend time together • to be alone.

The signage, decoration and other adaptations to the premises help to meet people's needs and promote their independence. The premises meet people's diverse care, cultural and support needs.

Recent improvements have been made to the environment at the home which have been well received.

Staff with responsibility for maintaining equipment are appropriately trained to ensure it is fit for purpose.

There are plans for responding to emergencies or untoward events, and these are understood by all staff.

**The Home has demonstrated achievement of this outcome.**

## **10 - Health & Safety**

It has not been possible to complete the Health & Safety Assessments and verification in the usual way for inclusion in the QSF. **The home has therefore been awarded a notional 30 points which is the maximum points available for health & safety.** The Council will continue to progress the assessments outside of the QSF reporting process.

## **11 - Moving & Handling**

### **Determination - Fully Met**

There is an up to date Moving and Handling Policy in place.

People who use the service are assessed in relation to their mobility needs and referrals are made to specialist agencies in a timely manner. Services using specialist equipment include an OT assessment.

The service ensures that risk assessments are in place where appropriate

There is professional instruction/task guidance detailed in people's support plans, which is in date and followed by staff.

The HBC Falls team have advised that in 2023 the number of falls referrals submitted by the home has increased significantly on the previous year but the quality of the referrals completed still vary depending on the worker completing. It is positive that the home have recently accessed falls training for staff which includes the completion of falls documentation.

People are encouraged to assist, where safe to do so, in their own transfers.

When support is being given to move people, reassurance is given in a compassionate manner by staff.

The service has procedures in place to ensure that staff have skills, competencies, qualifications, experience and knowledge, to meet people's individual needs. The Service can evidence that:(a) Staff have had Moving and Handling Training within the last 12 months.(b) Moving and handling training is provided by a competent trainer.(c) Trained staff monitor staff techniques on a periodic basis.

Equipment is checked, maintained and serviced to ensure it is safe for staff and people to use.

Moving and handling equipment is used in accordance with manufacturer's guidance.

There been no near misses or accidents whilst hoisting in the last 12 months.

**The Home has demonstrated achievement of this outcome.**

## **Governance**

### **12 - Leadership & Management**

#### **Determination - Fully Met**

There is a registered manager in post.

There are arrangements including within the rotas, for making sure that staffing levels are sufficient, staff have the right mix of skills, competencies, qualifications, experience and knowledge, to meet people's individual needs and personal preferences are accounted for where possible.

The home has actively recruited permanent nursing staff to ensure adequate staffing levels can be constantly maintained

Managers are aware of the day-to-day culture in the service including the attitudes, values and behaviour of staff. They encourage staff to feel positive and proud to work in the organisation

The service promotes and supports fairness, transparency and an open culture for staff.

The manager makes sure that staff are supported, respected and valued. Their rights and wellbeing are protected and they are motivated, and caring.

The service shows honesty and transparency from all levels of staff and leadership following an incident. This is shared with people using the service and their families in line with the duty of candour. The service ensures people are supported when incidents occur.

Staff requirements around reporting incidents out of hours have been refreshed.

Leaders have the skills, knowledge, experience and integrity they need to lead and inspire staff effectively.

The service has a clear vision and set of values and leaders make sure that these are promoted and understood by staff and embedded into practice.

The organisation promotes equality and inclusion within its workforce and all staff have up to date equality and diversity training.

The registered manager understands their responsibilities and are supported by the regional manager and the provider to deliver what is required.

All relevant legal requirements are understood and met, including CQC registration requirements, safety and public health related obligations, and the submission of notifications.

Examples were provided of staff being involved in developing the service. They are encouraged to be involved in considering and proposing new ways of working

There are some links with the local community which have a positive impact on the service, however work is required to strengthen these further.

The service works in partnership with key organisations, including the local authority, safeguarding teams and clinical commissioning groups and multidisciplinary teams, to support care provision, service development and joined-up care and does so in an open, honest and transparent way.

The service has clear disciplinary procedures which are followed when it identifies that staff are responsible for unsafe practice.

**The Home has demonstrated achievement of this outcome.**

### **13 - Staffing, Recruitment, Support & Learning**

#### **Determination - Fully Met**

All staff have received appropriate induction upon commencement of employment.

Staff receive effective training in safety systems, processes and practices and this is reviewed regularly.

Staff receive feedback from managers in a constructive and motivating way, which enables them to know what action they need to take.

The service makes sure that responsibility and accountability is understood at all levels with clear and transparent processes in place for staff to account for their decisions, actions, behaviours and performance.

Staff are supported and protected when raising concerns and questioning practice including whistle-blowers.

Safety is promoted in recruitment practices, arrangements to support staff, training arrangements, disciplinary procedures and observations.

Significant improvements have been made to the presentation and structure of staff personnel files which better enables verification that all required recruitment checks and documentation is in place.

Staff respond in a compassionate, timely and appropriate way when people experience physical pain, discomfort or emotional distress.

People have their assessed needs, preferences and choices met by staff with the right qualifications, skills, knowledge and experience.

Staff are supported to keep their professional practice and knowledge updated in line with best practice.

Staff know and understand what is expected of them and this is reinforced with regular support, supervision, appraisal and training.

Staff teams work collaboratively, share responsibility and resolve conflict quickly and constructively. There are cooperative, supportive and appreciative relationships among staff.

There are systems of communication to ensure information is shared timely and appropriately and while there are still some occasions where information has not been handed over in a timely manner, in general, communication systems have improved during the year.

The service gives staff the time, training and support they need to provide care and support in a compassionate and personal way. Staff have time to listen to people, answer their questions, provide information and involve people in decisions

Staff work together to ensure that people receive consistent, timely, coordinated, person-centred care.

**The Home has demonstrated achievement of this outcome.**

## **14 - Quality Assurance**

### **Determination - Fully Met**

The service maintains a log of whistleblowing, staff concerns, safeguarding and accidents or incidents and investigates each incident thoroughly. Action plans are developed and monitored to ensure actions are completed.

When incidents occur they are investigated and analysed to look for common themes and trends to ensure lessons are learned. Action is taken to continually drive improvement.

The service ensures that its approach to quality is integral and all staff are aware of potential risks that may compromise quality.

The service enables and encourage accessible open communication with all people who use the service including their family, friends, staff and representatives.

People's views and experiences are gathered and acted on to shape and improve the services and culture.

Resources and support is available to develop staff and teams and drive improvement.

Quality assurance systems enable the service to evaluate and learn from current performance ensuring continuous improvement and to improve future performance.

Success and innovation is recognised, encouraged and implemented.

The service ensures that the delivery of care, treatment and support is in line with current local and national guidance.

The provider is accredited as standards met in 23/24 for the DPST toolkit

**The Home has demonstrated achievement of this outcome.**

## **15 - Complaints**

### **Determination - Fully Met**

People who use the service are provided with information on how to make a complaint or raise concerns and this is regularly promoted.

The complaints process is accessible, is easy for people to raise a concern or complaint and is encouraged.

There is a formal log of complaints which is kept up to date. Complaints are handled effectively with openness, transparency and confidentiality. The complainant receives regular updates, a timely response and an explanation of the outcome including the appeals process.

People who raise concerns or complaints are protected from discrimination, harassment or disadvantage and are supported throughout the process.

Concerns and complaints are used as an opportunity to learn and promote continuous improvement and examples of this were evidenced.

**The Home has demonstrated achievement of this outcome.**

|   | Total Points   | Outcome of assessment | No. of points achieved |
|---|----------------|-----------------------|------------------------|
| <b>Home</b>   |                |                       |                        |
| <b>Brierton Lodge</b>                                     |                |                       |                        |
|   | <b>270</b>     |                       | <b>242.0</b>           |
| <b>1 - Assessment &amp; Review</b>                        | 70             | Substantially Met     | 42.0                   |
| <b>2 - MCA &amp; Consent</b>                              | 70             | Fully Met             | 70.0                   |
| <b>3 - DoLS</b>   | 30             | Fully Met             | 30.0                   |
| <b>4 - Nutrition &amp; hydration</b>                      | 70             | Fully Met             | 70.0                   |
| <b>5 - Promoting Dignity, Autonomy &amp; Choice</b>       | 30             | Fully Met             | 30.0                   |
|   | <b>260</b>     |                       | <b>260.0</b>           |
| <b>6 - Safeguarding/Understanding Safeguarding</b>        | 70             | Fully Met             | 70.0                   |
| <b>7 - Medication</b>                                     | 70             | Fully Met             | 70.0                   |
| <b>8 - Infection Control</b>                              | 30             | Fully Met             | 30.0                   |
| <b>9 - Premises &amp; Equipment</b>                       | 30             | Fully Met             | 30.0                   |
| <b>10 - Health &amp; Safety</b>                           | 30             | Fully Met             | 30.0                   |
| <b>11 - Moving &amp; Handling</b>                         | 30             | Fully Met             | 30.0                   |
|   | <b>220</b>     |                       | <b>220.0</b>           |
| <b>12 - Leadership &amp; Management</b>                   | 70             | Fully Met             | 70.0                   |
| <b>13 - Staffing, Recruitment, Support &amp; Learning</b> | 70             | Fully Met             | 70.0                   |
| <b>14 - Quality Assurance</b>                             | 70             | Fully Met             | 70.0                   |
| <b>15 - Complaints</b>                                    | 10             | Fully Met             | 10.0                   |
|   | <b>250</b>     |                       | <b>200.0</b>           |
| <b>Fully Met</b>  | 13             | 92.9%                 |                        |
| <b>Substantially Met</b>                                  | 1              | 7.1%                  |                        |
| <b>Partly Met</b>   | 0              | 0.0%                  |                        |
| <b>Not Met</b>  | 0              | 0.0%                  |                        |
| <b>**To be recorded</b>                                   | 0              | 0.0%                  |                        |
| <b>Total</b>  | 14             |                       |                        |
| <b>Person Centred Care</b>                                | <b>270.0</b>   |                       | <b>242.0</b>           |
| <b>Safe Care and Treatment</b>                            | <b>260.0</b>   |                       | <b>260.0</b>           |
| <b>Governance</b>   | <b>220.0</b>   |                       | <b>220.0</b>           |
| <b>Environmental Standards</b>                            | <b>250.0</b>   |                       | <b>200.0</b>           |
|   | <b>1000</b>    |                       | <b>922</b>             |
| <b>Banding :</b>  | <b>Grade 1</b> |                       |                        |