

Care service inspection report

Good Shepherd Centre Bishopton

Secure Accommodation Service

Good Shepherd Centre Secure Unit
Greenock Road
Bishopton
PA7 5PW

Inspected by: George Stewart

Duncan Craig, Inspector
Gordon Brown CAMHS Consultant

Type of inspection: Announced (Short Notice)

Inspection completed on: 27 March 2014



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Service provided by:

The Good Shepherd Centre Bishopton

Service provider number:

SP2012011829

Care service number:

CS2012308171

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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	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

What the service does well

The service provides a safe environment for young people.

The service builds very positive relationships with young people and these are used to create high expectations of achievement and young people's behaviour throughout the service

The service provides an outcome focussed support package for all young people. This includes a role for all young people and their families in improving every day life and contributing to service development.

The service continues to be innovative in their approach to participation and effective in the interventions used to support young people.

What the service could do better

The service should review the arrangements for time out to ensure clarity and consistency across the service.

What the service has done since the last inspection

The service has continued to build on the very high standards evident in inspections of the previous company. This has included blue sky thinking with young people, a

fully implemented outcomes framework, excellent coordination of services and continued positive experiences for young people.

Staff continue to develop and take on leadership roles and senior managers have been more visible in recent months.

Conclusion

The Good Shepherd continues to make progress in all areas of service delivery. The Outcomes Framework has been fully implemented and allows young people and others to closely monitor their progress against the SHANARRI well-being indicators (safe, healthy, accepted, nurtured, respected, responsible, included). The service have added their own heading of Hope.

The relationships between staff and young people are excellent. These form the basis of the warm nurturing environment that is provided for young people.

Most young people are making clear improvements and this is reflected in improved outcomes in education, behaviour management, self-esteem, transitions and family relationships.

Who did this inspection

George Stewart

Duncan Craig, Inspector

Gordon Brown CAMHS Consultant

1 About the service we inspected

The Good Shepherd Secure Unit provides safe care in a secure setting for a maximum of 18 young people aged up to 18 years.

The service has undergone a change in corporate governance arrangements that required them to register as a new service with The Care Inspectorate. The service continues to be managed by a Board of Managers.

The service comprises three six bedded house units and an educational facility. In addition there are recreational and health facilities on campus. One of the stated aims of the service "Is to help young people reach their full potential.

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 - Grade 6 - Excellent

Quality of Staffing - Grade 6 - Excellent

Quality of Management and Leadership - Grade 6 - Excellent

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

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 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 medium intensity inspection. We carry out these inspections where we have assessed the service may need a more intense inspection.

What we did during the inspection

We wrote this report following an announced (short notice) inspection. The inspection was carried out by George Stewart and Duncan Craig Inspectors and Gordon Brown (CAMHS Nurse Consultant).

The inspection was carried out jointly with Ian Cairns and Dr. Helen Dawson from the Mental Welfare Commission.

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.

The self assessment was completed at very short notice because of the changing registration from one type of company to an other.

Taking the views of people using the care service into account

The views of young people are reflected in the report. In summary they felt involved, liked the public and private space, felt staff were fair and were well informed about their rights and responsibilities.

Young people liked staff from all departments and thought that they did their best for them. Young people enjoyed that they were doing well and working towards a move to a less secure environment.

Taking carers' views into account

Carers were happy with the service offered to young people.

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 grade awarded for this quality statement was 6 Excellent. The service performed to an excellent standard in all areas of this quality statement.

The service had a participation strategy that clearly outlined the minimum range of participation activities undertaken throughout the year.

Young people and their families were at the centre of the assessment process from admission and throughout their involvement with The Good Shepherd.

Young people, their families and others had access to excellent information about the centre from the point of admission and throughout their stay. Written information about the service came in a variety of forms and included a welcome pack, newsletter and regular updates on noticeboards located in reception and throughout the centre. This information helped young people and their carers learn about the Good Shepherd, how it worked and what it could offer. This was supported by an informative website that offered access to Inspection reports, the range of services on offer and written testimonials supplied by young people and others. The information allowed young people and others to develop clear expectations about the level of support on offer and therefore allowed them to measure this against their actual experience.

The service had made excellent progress in implementing their outcomes framework. This involved young people, families and others contributing to closely monitored progress and was conducted on a 1:1 basis as part of regular key time

sessions. Young people told us that this was their preferred way to express their views on a wide range of subjects.

Young people had regular opportunities to meet and discuss issues that were of importance to them. We noted that members of the senior management team had attended a number of these meetings. Where issues could not be resolved immediately they were discussed as standing item on the agenda of staff meetings. We found strong evidence that young people's suggestions and/or concerns were dealt with swiftly and had resulted in a number of improved changes.

Each unit had chosen a representative to attend the School Council. This was supported by senior managers and attended by an independent advocate from Who Cares? Scotland. We noted from the minutes of these meetings progress in regard to the planning of the recent Christmas Fayre and more regular events such as the annual music festival "G in the park". We found that Management Meetings and School Board Meetings took account of the views expressed by young people when considering changes to policy. For example young people had influenced the development of the anti-bullying strategy and the decision not to introduce school uniforms.

Young people were actively involved in the recruitment of staff and their views were considered seriously as part of the process. Young people told us they met with candidates and felt it was important that the service employed the "right kind of people" to look after them.

Young people were supported by independent advocates from Who Cares? Scotland who met with them in groups or on an individual basis.

The service had introduced an innovative Blue Sky Thinking event. This was an all day event attended by staff of all disciplines and representative young people. From this a number of proposals were submitted to the school board for consideration including the provision of mental health services on campus, providing accommodation for families to visit and further developing the social enterprise scheme to include the growing and selling of vegetables from the garden. They suggested a number of options to diversify the range of service available on and off campus. Specific young people's suggestion included establishing a "buddying Support System" for new admissions and the development of outside space to include better sports facilities. A number of these suggestions had been acted upon. For example the service commissioned a full feasibility study on a skills academy and further development of activities involving the local community including a car boot sale on campus.

We reviewed audited complaints and found that where possible these were dealt with by unit managers. However where required the head of service considered any issues that remained unresolved. We noted that there had been few complaints in recent

months and young people told us this was because they sorted any issues out with staff and this was their preferred option.

Young people contributed to menu panning through the food committee or by speaking directly to the cook on one of his regular visits to the unit. We noted there had been no complaints about food and concluded that this inclusive approach had contributed to this.

We found that young people had heavily influenced the decor and appearance of their rooms and public spaces across campus. For example during inspection young people had been working on posters and murals. These contributed to the warm festive feeling evident in the centre on the run up to Christmas.

The service had well established and well audited arrangements for young people and others to contribute to day to day issues such as food and activities. In addition young people were central to longer term plans including environmental improvements and service developments. The introduction of the "blue sky" thinking event represented an excellent piece of innovation that brought young people and staff together in a relaxed setting and allowed them to explore ideas and come up with some positive ideas for change. The service continues to excel in including young people and others in improving the service.

Areas for improvement

The service should continue to be innovative in involving young people, their families and others in all aspects of service development.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

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

Service strengths

The grade awarded for this quality statement was 6 Excellent.

The school nurse demonstrated an excellent working knowledge of the health needs of each young person. There were clear protocols for gathering information ensuring the individual health assessment for each young person was as well informed as possible.

The initial health assessment, and the information used to inform it, ensured young people received the correct support from primary health care services such as the GP

and dentist. These services were provided on site and the positive working relationships established by the nurse and others ensured that young people received comprehensive and targeted support. For example, Some young people had missed important immunisation or had not had consistent contact with the dentist. During their time at Good Shepherd these gaps were addressed and this contributed to the excellent health care support received by young people.

Where it was assessed that young people needed additional support with mental health, behaviour or addiction issues, support was accessed at the earliest opportunity. This was in part because of the excellent working relationships established with Community Adolescent Mental Health Services (CAMHS) and Forensic (CALMS). These relationships meant that young people received speedy access to the correct services.

Where health assessments had led to specialist interventions or the need for additional support for young people these were carried out studiously by staff at all levels. Associated Health Records were very well maintained, integrated with care plans and were detailed and informative. Where necessary they were reviewed by specialist staff such as the Clinical or Forensic Psychologist.

We concluded that the integrated approach to health care, the positive relationships with health providers, the sound working knowledge of all staff and the specialist support on offer on site ensured young people had excellent outcomes in relation to their health whilst living at The Good Shepherd.

The service had a robust and well managed medication system that was subject to regular audit and review.

The service had maintained very high standards in relation to assessment, risk management and care planning. These documents were clear, regularly reviewed and young people were at the centre of the work done to produce them.

Young people told us that there was a clear expectation that "you helped with your own care plan" and that "you help set targets for your future". Care Plans reflected the range of assessments undertaken and were developed using the "Getting it Right for Every Child Framework". Each young person's progress was recorded against the SHANARRI well-being indicators (safe, healthy, achieving, nurtured, active, respected, responsible, included). In addition the service had included their own indicator "hope".

The service had made excellent progress in implementing their "Getting it Right for Me" outcomes framework. This allowed for systematic monitoring of each young person's progress using inputs from tests, staff observation and, questionnaires completed by young people, families and social workers. Monitoring of progress in such a systematic way allowed staff to identify where additional support was needed and provided young people with regular updates on their progress. The system was

user friendly and supported by detailed guidance for all involved. The model employed at The Good Shepherd was considered sector leading by inspectors during this visit.

We found clear examples of positive outcomes for young people across all three units. These included improved behaviour, higher educational achievements, successful transitions and clear involvement in planning for the future. The celebration of achievement and success was evident throughout the service. This included certificates, art work and pictorial evidence of citizenship events involving the local community.

During the inspection visit we joined young people at a whole school event where a successful band performed for young people followed by a question and answer session about the dangers of drug use. Young people approached this in a mature manner reflecting on their own experiences. This was one of many examples of using imaginative approaches to promoting positive messages about health and wellbeing. Other agencies who had worked directly with young people included Nil by Mouth, No Knives Better Lives, Effective Solutions(Gang Culture) and Show Racism the Red Card.

We spoke with night staff who valued the time spent with young people before doors were closed at night. This contact was essential in establishing relationships in case the staff member was required to enter a young person's room during the night.

The strength of relationships between staff and young people was very evident across the whole campus. Staff and young people were respectful, warm and caring towards each other. These relationships were used to install a sense of high expectations and clear boundaries. This was well evidenced by the absence of a formal incentive scheme. This was described as "no false rewards for expected behaviour". This meant that young people were rewarded for doing well or exceeding expectations and praised for positive behaviour in regard to going about their day to day lives.

In addition to the comprehensive monitoring of progress between the Good Shepherd, Health and Social Work Services there were regular in-house multidisciplinary reviews of young people. These were led by Heads of Department who ensured all care plans were child centred and working for young people.

Young people were extremely well supported from the point of admission to the point of transition and sometimes beyond that. There were comprehensive assessments, excellent coordination of health and specialist services and nurturing daily care. Young people, families and other key individuals now fully participated in evaluating and monitoring outcomes for young people. Young people were receiving support from a wide range of services that met their individual needs. All young people were positive about almost all aspects of their care. Most had improved health, diet and involvement in activities.

We concluded that the service had performed to an excellent standard in supporting the health and well-being of young people.

Areas for improvement

The service in their self assessment identified the need to review the impact and effectiveness of the outcomes framework. In addition key changes to communication arrangements across campus will also be subject to review.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

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 environment within the service.

Service strengths

Please see quality statement 1.1. for evidence on how the service involves young people and their families in developing all aspects of the service.

Young people were actively involved in the improvement of public and private space throughout the service.

Areas for improvement

Please see statement 1.1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We make sure that the environment is safe and service users are protected.

Service strengths

The service achieved an excellent standard in this area. We concluded this after taking into account evidence from the following sources: inspection and observation of the environment inside and out and of some equipment; observation of staff carrying out health and safety checks; written records of meetings, health and safety checks and risk assessments; feedback from staff, young people and parents and carers; training records; relevant policies and procedures.

The service had a comprehensive system of checks including the use of technology to ensure the safe movement of young people and visitors.

The service was measured and consistent in their approach to managing risk across the campus. For example gym equipment was risk assessed and regularly checked and

maintained to ensure young people had use of properly functioning equipment. In addition each young person was risk assessed before use of the gym equipment and appropriate instruction and supervision were in place at all times. This practice was replicated across campus and subject to detailed quality assurance monitoring.

On admission, each young person was subject to a base-line risk assessment that took account of the emotion and fear that might be associated with admission to a secure facility. This included an initial search and extremely high levels of observation and support. Following this, further information is gathered from various sources and a range of appropriate assessments and risk assessment are completed. We noted that risk assessments were updated following any incident or at least on a weekly basis. Assessments and risk assessments informed Individual Crisis Management Plans. These were essential documents used to offer staff clear guidance on how best to support and manage the behaviour of young people particularly in crisis situations.

We observed that the service had an effective system for designated staff to respond to serious incidents. This was essential in keeping young people and staff safe in times of crisis.

We found that staff had accessed a range of training that supported the maintenance of a safe environment. For example food hygiene, infection control, first aid and health and safety all of which were part of the mandatory training schedule. Staff had all recently been trained in the new Child Protection Policy helping ensure all young people were protected. Staff also had a range of responsibilities designed to maintain a safe environment at all times. These included:

- keeping their vehicles in roadworthy condition;
- maintaining a backup generator in the event of power losses;
- ensuring there were sufficient staff on duty and on the premises to maintain safety and security;
- ensuring that staff did regular checks of the parts of the premises and equipment used by young people to prevent self-harm and reduce the frequency of serious incidents;
- maintaining safe storage arrangements for food and medication, as well as confidential information

In addition to a comprehensive range of policies, protocols and actions designed to maintain a safe environment the service had an ongoing programme that involved young people in examining their personal safety within and out with the service. For example they had recently staged an anti-bullying week.

Crucially all staff had accessed training on managing self harm and reducing the likelihood of suicide amongst young people. This was supported by practical procedures and guidance on how and when staff should intervene if they felt a young person had put themselves at risk.

We found the service were continually challenging staff, young people and others. For example a Respectful Relationship week was led by teaching staff with the full involvement of residential staff and young people. This was aimed at promoting pro social skills and attitudes towards others and challenging discriminatory values and behaviours. This had contributed to not only a safe environment but also a positive environment in which young people were doing very well.

Areas for improvement

The service had identified the need to introduce a monitoring tool that measured the impact of "respectful relationships" to be reviewed at senior manager meetings on a monthly basis.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

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

Please see quality statement 1.1 for information on how young people and their families were involved in participation.

Young people were fully involved in the recruitment of staff.

Areas for improvement

Please see statement 1.1.

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 grade for this quality theme was 6 Excellent.

We found the staff team to be highly skilled, motivated and very committed to young people in their care. They were expertly supported by specialist staff including a Forensic Psychologist and Clinical Psychologist. We reviewed case files and intervention notes that reflected how specific support from specialist staff had improved the life of young people. For example careful use of speech, guidance on routines and careful use of the environment had all contributed to improving outcomes for specific young people.

We saw that all new staff completed a comprehensive induction programme that included formal training and the shadowing of experienced staff. The induction period enabled staff to become familiar with the additional requirements of working in a

secure setting and equipped them with the basic knowledge to effectively work with the young people in their care.

Staff had access to a comprehensive training and development programme. This ensured all staff were trained to a level that met the requirements of The Scottish Social Services Council. Mandatory training included Therapeutic Crisis Intervention (TCI), Child Protection, Safe Care, Asist and Outcomes Framework. This was supplemented by a range of more specialised training some of which was provided by the Psychologists, CALMS and other partners. All staff training was monitored through a data base that ensured training was up to date and allowed the development of a training plan for the next 12 months. This meant all staff were trained in line with the service development plan and that young people were supported effectively by knowledgeable and confident staff team.

Where appropriate, staff were trained to a level that allowed them to train other staff in particular areas. We noted that a number of staff had been supported to access qualifications above those required for their roles. This was part of the service's plan to equip staff to put themselves forward for senior positions when they became available.

All staff we spoke with confirmed that they received regular formal supervision from an appropriate manager. In addition staff were subject to an annual appraisal. Staff told us they felt well supported and well trained for the residential care task. Additional supports were available following incidents and we saw examples of debriefing. The whole school approach to supporting young people meant that staff were involved in a range of multidisciplinary meetings with education, wellbeing and specialist staff.

We noted that the service regularly provided opportunities for students and in discussion they described the effective support and guidance they received from managers and staff.

One of the key strengths across campus was the excellent working relationships between departments. For example teachers returned young people from school, residential and education staff jointly planned initiatives such as Wellbeing Week, Social Enterprise Opportunities and G in the Park.

The wellbeing team and psychological staff communicated regularly to ensure all information relevant to young people was up to date.

Throughout the inspection we saw staff engage with young people in a warm, nurturing and supportive manner that took account of individual needs. Young people clearly enjoyed positive relationships with staff and this was used as means of managing difficult situations.

We noted that the assessment unit had a high number of admissions in a short period of time. Staff were working very hard to manage the dynamics of this new

group. At various times during inspection the group was settled and had joined in on a number of whole school events.

We spoke with night staff as part of the inspection and found the manager and all staff to be appropriately qualified and experienced.

Between the two agencies involved in the inspection we spoke to most of the young people using the service. They were consistently positive about staff and the relationships they had formed. Particular strengths identified by young people included honesty, commitment and a sense of fun.

Areas for improvement

The service had identified the need to review the value of some of their existing training and monitor staffs effectiveness in using the outcomes framework tool.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

Statement 1

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

Service strengths

Please see quality statement 1.1 for information on how young people and their families were involved in participation.

Young people had regular opportunities to meet with Board Members, The Head of Service and managers on a formal and informal basis.

Areas for improvement

Please see statement 1.1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 4

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

Service strengths

The grade awarded for this quality statement was 6 Excellent.

The service continued to be inclusive, systematic and innovative in their approach to quality assurance resulting in consistently good outcomes for young people.

Staff at all levels contributed to the quality assurance framework. This included regular audits of assessments, care plans and meeting minutes and reports to ensure a consistent level of quality across campus. Other systems such as medication and risk assessments were reviewed to ensure both quality and consistency.

Where the service introduced a new policy, protocol or initiative this was accompanied by an appropriate quality assurance check. These checks would include the review of documentation and also take account of feedback from young people and others.

The most significant innovation within the service recently had been the implementation of the Outcomes Framework. This had been subject to detailed scrutiny by managers and specialist staff to ensure it was having the expected positive impact on young people. A detailed report is produced each quarter which collated the progress made by young people. This will also be scrutinised by families, placing authorities and the Scottish Government. There was already evidence that minor changes had been made as a result of information gathered through the Quality Assurance Process.

The service had been innovative in the use of "Blue Sky" thinking which had involved young people. This provided strong evidence that where issues were identified managers and staff responded within a reasonable time frame.

The service had an improvement plan that took account of quality assurance inputs at all levels throughout the service. We concluded that this approach contributed to the improvements in young people's health, educational achievements and social skills identified throughout the report.

Areas for improvement

The service identified the need to monitor the effectiveness of the outcomes framework through the service's improvement plan.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

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

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 the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Environment - 6 - Excellent	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
Quality of Staffing - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Management and Leadership - 6 - Excellent	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

6 Inspection and grading history

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 iarrrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

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