

## Sunnybank House

### Manager's Response to the Inspection Report published by CQC on 3<sup>rd</sup> November 2019

During September 2019 we were pleased to share all the fantastic work we do at Sunnybank House with the Care Quality Commission (CQC). You will find this described in detail throughout the inspection report.

Although disappointed with the overall rating, we were pleased that the historic breaches in regulation have now been lifted and no further breaches had been identified.

We have already implemented a range of measures that are designed to address some of the shortfalls which you can read at the end of this response.

During the summer of 2019 we experienced some difficulties in ensuring we provided a personalised and consistent activity programme. Although we increased the booking of external entertainers, we found annual leave and some long-term sickness had impeded our ability to ensure activity provision was meeting the high standards we would normally expect. We have since recruited two further full-time Activities Co-ordinators. This will also help with the deployment of staff because they are required to be hands-on during mealtimes and can assist in other areas when a need arises.

Agency use continues to have an impact on how we deliver high-quality personalised and consistent care. We saw a spike in agency use in the summer due to many team members having annual leave during the school holidays. We anticipate agency use to reduce over the coming months, with both improved staff retention, recruitment and management of annual leave during key points within the year.

In the next few months we will also be introducing an electronic medication monitoring system. This is designed to reduce the number of gaps in records and improve the overall management of medication. The General Manager will personally complete the medication audits to ensure standards are maintained. Any anomalies in recordkeeping will be addressed quickly and effectively.

We are pleased that CQC identified many areas of fantastic work going on at Sunnybank House which can be read in the full report.

CQC found the team members to be kind, caring, compassionate, respectful and upheld residents' privacy and dignity. Residents were able to express their views and were involved in decisions about their care. CQC also found that there was a warm and friendly culture in the home with leadership being transparent with a desire to improve. They also found that the majority of the team felt supported in their roles and described the morale and teamwork as "good."

## What we have done since the inspection

- Introduced computer-based care planning and monitoring system (PCS) in all communities. This is designed to quickly identify where any care delivery has been missed, provides instant access to all team members to care plans and risk assessments and allows care interventions to be recorded at the time they are delivered. It also provides management with oversight (in-house and remotely) of care delivery and other records. Accurate handover reports are automatically generated and all records are regularly reviewed including evacuation plans, risk assessments, wound care and infections with a separate infections register.
- Management now discuss fluid intake records at daily morning meetings.
- Two additional full-time Activity Co-ordinators have been employed, one of whom has previously worked at Sunnybank House and is already familiar with the needs of the majority of the residents. They have reviewed all life histories and are working on updating these.
- Introduced a new e-learning system called Altura which covers a wider range of subjects.
- We have improved the reporting of gaps in medication records and have implemented a detailed analysis report to bring about improvements and formally follow up any errors.
- The General Manager has taken on the personal responsibility of completing the monthly medication audits.
- All senior care assistants and nurses have revisited the medication policies and are clear in the procedures, particularly their responsibility to responding to and reporting any potential errors.
- We have arranged training for all nurses in wound care, catheterisation, venepuncture and resuscitation which will take place on 25<sup>th</sup> and 28<sup>th</sup> November 2019. End of life care has been arranged for 3<sup>rd</sup> December 2019.
- To meet the agency-use and staff-retention challenges, we have increased the recruitment and advertisement spend; agreed an approved list of regular workers from a reduced number of agencies; brought exit interviews in-house to better understand why people leave and prepare rotas further in advance to better anticipate rota shortfalls.
- Since the inspection (1<sup>st</sup> October to 12<sup>th</sup> November) we have recruited 10 team members and 4 have moved on.
- Recruitment procedures have been reviewed and we now aim to respond to, interview and decide upon applicants within 5 working days.

## What further things we plan to do

- Introduce electronic medication system by February 2019.
- Introduce a computer-based call bell monitoring system in November 2019.
- Maintain a clear training matrix of clinical training for all nurses for improved monitoring.
- Agency reduction and team consistency strategy:
  - Limit the number of team members permitted annual leave at any one time.
  - Management to allocate annual leave where it is not taken evenly throughout the year.
  - Extend the use of a voucher scheme to reward team members who work additional hours.
  - Reduce the number of face-to-face training courses that can adequately and safely be completed by e-learning thereby preventing the need to use agency to backfill gaps on the rota.
  - Introduce formal face-to-face monthly reviews with the General Manager for new starters.

We look forward to reinspection in 12 months. We are confident that the home will be in a stronger position to be able to demonstrate that Sunnybank House is a wonderful place to live and a fantastic place to work.

Hayley Gibbons  
General Manager

12<sup>th</sup> November 2019