

Caledonia Healthcare Limited Nurse Agency

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Unannounced

Completed on:
8 May 2024

Service provided by:
Caledonia Healthcare Limited

Service provider number:
SP2004004347

Service no:
CS2003047946

About the service

Caledonia Healthcare Limited is a registered nursing agency operating from an office in Glasgow City Centre. The agency supplies registered nurses and care staff to service users who are providers of care services in the Greater Glasgow area. The staff in the office are responsible for recruitment, oversight and providing on-call services for the staff.

At the time of the inspection, there were five active nurses working at the agency. Nurses worked only in care homes and were placed via subcontracted arrangement with another nursing agency. Only the nursing element is regulated by the Care Inspectorate.

About the inspection

This was an unannounced inspection which took place from 6 to 8 May 2024. The inspection was carried out by one inspector from the Care Inspectorate. To prepare for the inspection, we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection. In making our evaluations of the service we:

- Reviewed feedback received by the service from care homes who have used their nurses.
- Spoke with six staff and management.
- Reviewed documents.

Key messages

The service had systems in place to ensure that they provided good quality nurses.

Nurses told us they were well trained and well supported.

The service had good recruitment practices and systems to ensure that nurses were matched to the right jobs.

The current management team were focussed on improvement.

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support people's wellbeing?	4 - Good
How good is our leadership and staffing?	4 - Good

Further details on the particular areas inspected are provided at the end of this report.

How well do we support people's wellbeing?

4 - Good

We evaluated this key question as good where several strengths impacted positively on outcomes for people and clearly outweighed areas for improvement.

The service provided nurses who were well trained and matched well to the placements they worked in. As nurses could not work for Caledonia Healthcare unless they had a minimum of one year's post qualifying experience, this helped to ensure that they had the necessary training, skills and experience. In addition, the agency had mandatory training, provided both online and in person that nurses had to complete before they were given any shifts with the agency. This training included relevant policies and legislation, such as the Health and Social care Standards and adult support and protection. Nurses were also trained in house in moving and assisting, and infection prevention and control. Additional training could be made available if it was required by the provider contracting the nurse. The agency's systems ensured that staff could not accept placements if their training was not up to date. This meant that nurses had opportunities to develop their confidence and skills before being placed and that people could be sure that nurses had up-to-date training.

Nurses who we spoke with said they were confident about what to do if they witnessed poor practice and were able to explain how they would do this. Several examples were given of times when concerns about individuals had been raised with management or the clinical lead. Management were able to respond and report appropriately when this was necessary. Nurses told us that they felt they had sufficient knowledge and information about the placements they attended. When a nurse was attending a new service they were encouraged by management not to accept the shift on arrival until they had the information they needed to do the job safely. Nurses regularly attended the same care homes and managers of these homes reported that they requested the same nurses as they worked well within the team and this offered some consistency. This meant that nurses had the skills they needed to provide appropriate care and support.

Conversations with nurses and feedback we received from service users indicated that the quality of care and support was good. Care homes regularly requested the same nurses as they were confident in their skills and abilities. This suggested that the nurses provided good quality care and support.

How good is our leadership and staffing?

4 - Good

We evaluated this key question as good where several strengths impacted positively on outcomes for people and clearly outweighed areas for improvement.

The agency's aims and objectives reflected their positive values as an organisation and underpinned their recruitment process. In the recruitment files viewed, we saw that compliance checks were well completed. This included the right to work, membership of the Protecting Vulnerable Groups scheme (PVG) and registration with the Nursing and Midwifery Council (NMC). Relevant references were sought, and nurses were unable to commence employment without these in place. The agency required one year's post qualifying experience prior to joining the agency to ensure that nurses were experienced before being offered a post. This showed that the agency undertook their duties to comply with legislation to keep people safe. We found that recruitment practices met good practice standards and relevant legislation.

The agency's recruitment policy had been reviewed since our last inspection and improvements made. A nurse had taken on the role of clinical lead and supported the recruitment of nurses by; being involved at interviews, in setting relevant questions to test nursing competency and in decision making. The role of the clinical lead extended to providing follow up support to nurses including ensuring they were able to meet the requirements of their registration with the Nursing and Midwifery Council. The implementation of the clinical lead ensured that the agency were meeting their requirements. We discussed with the agency that the role could be further developed to support the agencies improvement plan. **(See area for improvement 1)**

The recruitment and placing of nurses extended to reviewing how they appeared and presented at in person training days. There were some examples provided that related to the carers employed in the service that gave us confidence that the agency took their recruitment seriously and ensured they recruited the right people for the job. When placing nurses the agency considered the skills, experience and preferences of the nurses to ensure they were placed appropriately. There was good quality information available on the nurses skills, qualifications and experience including the training they had completed in house. This ensured that nurses were placed where their skills and experience were best suited.

Since our last inspection the service had improved on gathering feedback about the nurses from people using the service. The service improvement plan included plans to further develop the mechanisms for gathering feedback which included being more proactive in seeking this feedback, including when people do not choose to use them again. Plans also included asking care homes if spot checks on nurses could be carried out when they are on shift and feedback asked for at the same time. This would further improve the service's ability to monitor the quality of the nursing provision. **(See area for improvement 2)**

Feedback from nurses was positive about working for the agency. They said they felt well supported and confident in their roles. Nurses said they appreciated that they were given a regular call to check in to see how they were doing. Nurses said the management team are "supportive" and that "communication is good". Management were also noted to be responsive to feedback and would listen to ideas for changes and improvements. This was reflected in the service improvement plan which showed a focus on improvement and plans for development of the agency. This meant that people were supported by a staff team who were confident and happy in their roles.

Areas for improvement

1. In order to ensure that nurses are well supported in their role the agency should develop the role of the Clinical Lead to include supervision and appraisals for nurses. Appraisals should be used as an opportunity for nurses to receive feedback and to reflect on their practice. This would support ongoing professional development and provide a mechanism to identify good practice as well as issues or concerns.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational code" (HSCS 3.14).

2. In order to monitor and evidence the quality of nursing support provided by the staff working in the agency the provider should;

- Further develop their mechanisms for gathering feedback from clients and people receiving care.
- Develop a planned approach to carrying out direct observations of nurses.
- Make use of appraisals to feed this back and encourage reflective discussions with nurses.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I am supported to give regular feedback on how I experience my care and support and the organisation uses learning from this to improve" (HSCS 4.8).

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

To ensure that the service is providing care and support which meets service users' needs, the service should develop methods to gather and direct feedback from service users, nurses and where possible individuals who receive care.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I am supported to give regular feedback on how I experience my care and support and the organisation uses learning from this to improve' (HSCS 4.8).

This area for improvement was made on 19 June 2023.

Action taken since then

Nurses were encouraged to provide feedback through regular telephone calls with the clinical lead. These were recorded and nurses reflected that they felt listened to when they made suggestions.

The agency was able to provide feedback at the inspection. This had been gathered from regular customers. Some work was still required to improve on this and be proactive, this was identified in the service improvement plan and is reflected in a new area for improvement.

This area for improvement has been met.

Previous area for improvement 2

In order to ensure that people are protected through safe staff recruitment, the service should ensure that the recruitment policy and procedures are aligned with best practice and legislation and the process includes clinical involvement of a registered nurse.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I am confident that people who support and care for me have been appropriately and safely recruited' (HSCS 4.24).

This area for improvement was made on 19 June 2023.

Action taken since then

The service had updated their recruitment policy to ensure that it was in line with the requirements for having a registered nurse involved in the recruitment and supervision of nurses.

A nurse has been recruited as a clinical lead to support the interview and recruitment process for nurses. The interview questions have been updated to ensure they better reflect the nursing role. The clinical lead is always the second interviewer when nurse are being interviewed for a position.

This area for improvement has been met.

Previous area for improvement 3

In order to ensure that staff are practicing to the expected standard, the service should promote the Health and Social Care Standards with staff and ensure that these are being adhered to.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I experience high quality care and support based on relevant evidence, guidance and best practice' (HSCS 4.11).

This area for improvement was made on 19 June 2023.

Action taken since then

All newly recruited members of staff were given a copy of the health and social care standards. These were also prominently displayed in the office. Further work to focus on these was recorded in the service improvement plan.

This area for improvement has been met

Previous area for improvement 4

In order to ensure that the agency is promoting best practice and monitoring quality assurance, the service needs to:

- Be clear who is responsible for quality assurance and improvement.
- Develop methods which demonstrate the quality of the service being provided.
- Complete a self-evaluation and develop an improvement plan.

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

This area for improvement was made on 19 June 2023.

Action taken since then

There had been a recent change to the management team which resulted in clear delineation of roles. Progress had been made. Although further development in this area is needed this had been identified by the service in their service improvement plan. We have noted further progress required in a new area for improvement.

This area for improvement has been met.

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 people's wellbeing?	4 - Good
1.1 People's rights are promoted and respected	4 - Good
1.2 People's health and wellbeing benefits from their care and support	4 - Good
How good is our leadership and staffing?	4 - Good
2.1 Safer recruitment principles, vision and values positively inform practice	4 - Good
2.2 Quality assurance and improvement is led well	4 - Good
2.3 Staff have the right skills and are confident and competent	4 - Good

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