

## 3 Bridges Care Home Care Home Service

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Glasgow  
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**Type of inspection:**  
Unannounced

**Completed on:**  
11 March 2025

**Service provided by:**  
Northcare (Scotland) Ltd

**Service provider number:**  
SP2003002314

**Service no:**  
CS2012307106

## About the service

3 Bridges Care Home is registered for 72 older people, 36 of whom are people who have been diagnosed as living with dementia and 36 who are frail older people. The provider is Northcare (Scotland) Ltd. The home is located in the southside of Glasgow, near local amenities including shops and is served with good public transport routes.

The care home is purpose-built with accommodation on two storeys which is divided into four self-contained units. Each unit contains a lounge/dining room and kitchen. All bedrooms are spacious singles with en-suite shower facilities. The home has an attractive enclosed garden for people who use the service.

The aims and objectives of the service are to "provide care, in a safe and secure environment, where service users are supported to achieve independence, enabled to make choices and encouraged to work in partnership with staff to maximise their quality of life".

## About the inspection

The inspection which took place between 10 - 12 March 2025. The inspection was carried out by three inspectors 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:

- Spoke with 14 people using the service and 10 of their family/friends/representatives.
- Spoke with 12 staff and management.
- Observed practice and daily life.
- Reviewed documents.
- Spoke with three visiting professionals.

There were 70 people using the service at the time of inspection.

## Key messages

- Staff knew people well were good at building positive relationships with residents and families.
- People receiving care and support and their families were very satisfied with the service.
- People living in the care home enjoyed a wide range of meaningful activities.
- People benefited from a well presented and maintained living environment.
- An approachable and responsive management team were knowledgeable about improvements needed.
- Management and staff demonstrated a commitment to working together to secure improvement and the best possible outcomes for people in their care.

## 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 staff team?	4 - Good
How good is our setting?	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.

People experienced compassion, dignity, and respect and benefited from positive relationships with a staff team who knew them well. We received the following comments from people who experienced care: "The staff are wonderful" and "I feel safe". It was evident that relatives valued the service. They spoke of approachable staff and management and shared that if they raised concerns these were listened to and dealt with. A family member told us, "Staff treat my family member very well". People's families confirmed that they were involved in decisions about the care provided.

We observed positive relationships and pleasant interactions between residents and staff. This meant people experienced warmth, kindness and compassion. Recent management changes had taken place. The operations manager had temporary responsibility for the day to day running of the service. Relatives and staff told us they had confidence in the management team.

Staff demonstrated a strong commitment to ensure people got the most out of life. People had opportunities to take part in a range of meaningful activities such as relaxation classes, pet therapy, yoga and gardening clubs. There was a well-appointed hairdressing salon and an attractive garden area. A putting green and area for small animals encouraged people to use the outside space. Visits and family celebrations in the home supported people to keep connected with friends and family. It was clear people enjoyed these activities. This gave assurance of positive outcomes for people.

People benefited from access to a well-presented and varied menu. The chef used a tasting menu to ensure that menu options reflected people's preferences. People enjoyed their meals in an unhurried, relaxed atmosphere. This promoted good nutritional intake and a positive mealtime experience. One person told us, "The food is really good". The management team agreed that good practice on offering a visual choice of meal to people should be consistently applied across the service. This would support decision making at mealtimes.

People can expect to be supported by staff who have the necessary information about their needs and wishes. The service used a range of risk assessments to support people's wellbeing. Personal plans were in place to help reduce risks and promote positive health outcomes. However, the quality of information varied. The service should develop personal plans and protocols to support people who may experience stress and distress and require support with continence management. The management team acknowledged further work was required to ensure a consistent approach to assessment and personal planning. We have repeated an area of improvement. **(See area for improvement 1).**

People and those close to them were routinely involved in developing and reviewing their personal plans. This ensured that as far as possible, people were supported according to their wishes. However, aspects of record keeping were inconsistent. The management team accepted improvement was needed to ensure there was appropriate daily recording of people's wellbeing and presentation. This would ensure staff had the necessary information to evaluate people's care arrangements.

People's health should benefit from their care and support. Staff worked closely with other agencies to promote people's health and wellbeing.

External healthcare professionals we spoke with expressed confidence in the service. One said, "staff are professional" and commented on "how well staff took advice". This helped keep people well.

The management team had worked hard to ensure medication was managed well. This helped give assurance that people were supported to take the right medication at the right time. Most "as required" medication protocols gave good detail to staff about when they should be administered. The management team accepted some improvement could be made in this area. Practice needed to improve in the recording of medicines administered. Ongoing audits were being undertaken to support continued improvement in this area.

### Areas for improvement

1. The service provider should ensure care plans are in place which reflect the current needs of the person who uses the service and provide clear guidance on strategies and approaches to be used by staff to meet residents' identified needs.

This ensures that support is consistent with the Health and Social Care Standards: 1.15 My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices.

### How good is our staff team?

### 4 - Good

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

Having appropriate staffing numbers with the right skills, available in the right place at the right time to provide care is important to ensure people's needs are met. A recognised dependency tool had been used to help the management team identify staffing levels required to meet the needs of people. During the inspection we observed good staffing levels. This meant that staff could respond to people's needs. However, management acknowledged at times short notice absence had impacted on the availability of staff. We were assured that the management team were engaging with the staff team to resolve this issue as this can have a detrimental impact on people who experience care.

Staff were clear about their roles and were deployed effectively. Staff worked flexibly to respond to changing situations to ensure care was consistent and stable. Feedback from staff indicated that they felt that they worked well together. Informal peer support had resulted in improved staff morale.

Staff were recruited in accordance with best practice guidance. An induction programme helped prepare new staff for their role. Staff training included a blend of online and face to face training. Records sampled demonstrated appropriate learning achieved by staff. Staff spoke positively about the training and support they received. This promoted a culture of continuous learning and improvement.

Appropriate systems were in place to monitor staff were registered with the appropriate professional body. Checks on staff practice and oversight of training helped ensure that staff were knowledgeable and worked to the expected standards.

Formal supervisions and team meetings with managers gave staff the opportunity for reflective discussions on their development and practice. This helped staff feel valued.

## How good is our setting?

## 4 - Good

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

People benefited from high quality facilities. The 3 Bridges was a bright, modern purpose-built care provision. The provider, maintenance and domestic team were committed to ensuring that the accommodation was presented and maintained to the highest standard inside and out. This helped to make the care home a safe and pleasant place to live.

Overall, the standard of cleanliness was good, however, we observed a few areas of the home that required cleaning. The manager ensured these were addressed immediately.

The accommodation was over three floors and accessed via a passenger lift. Residents had access to a choice of well decorated lounge and dining areas.

All bedrooms were single with en suite wet floor shower facilities which promoted privacy and dignity. To create a homely and welcoming environment some residents had been supported to choose and personalise their own bedroom with personal items and furnishings. Bedrooms were being refurbished. Residents were consulted regarding any improvements to ensure their living environment reflected their taste and wishes.

Residents could be confident that the service provided an appropriate range of equipment to support their needs.

There was some signage to support orientation around the building. However, further improvements were needed to develop an environment supportive of the needs of people who lived with dementia.

People benefit from outside space to enjoy fresh air and outdoor activities. There was a spacious and well maintained and presented garden area. A putting green and small animal enclosure encouraged people to use the outside space. During the inspection we observed people enjoying the outdoor space.

## 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

The service provider should ensure care plans are in place which reflect the current needs of the person who uses the service and provide clear guidance on strategies and approaches to be used by staff to meet residents' identified needs.

This ensures that support is consistent with the Health and Social Care Standards: 1.15 My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices.

**This area for improvement was made on 8 March 2023.**

#### Action taken since then

Some plans required further development to ensure they took full account of people's health needs. The management team gave a commitment to review personal plans.

**This area for improvement has not 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](http://www.careinspectorate.com).

## Detailed evaluations

How well do we support people's wellbeing?	4 - Good
1.3 People's health and wellbeing benefits from their care and support	4 - Good
How good is our staff team?	4 - Good
3.3 Staffing arrangements are right and staff work well together	4 - Good
How good is our setting?	4 - Good
4.1 People experience high quality facilities	4 - Good



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