

Queens View Harbour Care Home Care Home Service

Queens View Harbour Care home
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Type of inspection:
Unannounced

Completed on:
10 July 2025

Service provided by:
Priory CC134 Limited

Service provider number:
SP2024000518

Service no:
CS2025000051

About the service

Queens View Harbour is a purpose-built care home registered to provide care and support for up to 60 older people. The provider is Priory CC134 Limited. The service is located in the coastal town of Troon, with good access to local transport links, shops and other amenities. There were 54 residents using the service at the time of the inspection.

The ground floor provides a variety of facilities including a café, bar, hairdressing salon, cinema room and a fine dining room. Reception, administration and the manager's office are also located in this area, as is access to the well designed and inviting garden. Four new bedrooms have recently been added on the ground floor.

The two upper floors are divided into four units with accommodation offering single bedrooms with en-suite facilities, including showers. Adapted baths are also available to support individuals with reduced mobility. The two dining rooms on each floor benefit from having a central servery and the range of lounge/seating areas offer pleasant views across the Firth of Clyde and the Isle of Arran.

About the inspection

This was an unannounced inspection which took place on 7, 8 and 10 July 2025. The inspection was carried out by two inspectors from the Care Inspectorate who were accompanied by an inspection volunteer. To prepare for the inspection, we reviewed information about this service. This included registration information, information submitted by the service and intelligence gathered since the service registered in February 2025. In making our evaluations of the service we:

- spoke with 18 people using the service and 12 of their relatives
- spoke with 36 staff and management
- observed practice and daily life
- reviewed documents
- received feedback from three professionals familiar with the service.

Key messages

- People's health and wellbeing benefitted from the compassionate, responsive support delivered by skilled and caring staff who were familiar to them.
- Effective leadership supported a culture of continuous improvement that would be further strengthened by responsive audits and development planning.
- Professional, knowledgeable staff delivered high standards across all departments.
- Good personal planning informed support tailored to people's individual needs, with some areas where records could be improved.
- Residents benefitted from high-quality facilities.

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?	5 - Very Good
How good is our leadership?	4 - Good
How good is our staff team?	5 - Very Good
How good is our setting?	5 - Very Good
How well is our care and support planned?	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?

5 - Very Good

We found major strengths that had a positive impact on people's experiences and outcomes. We evaluated this key question as very good.

Residents, families and visiting professionals told us that staff had managed healthcare needs responsively. We received feedback about the beneficial impact good staff practice had in improving people's health and wellbeing and the positive relationships that had developed. Throughout the inspection, we saw staff interacting with residents in a kind and responsive manner that demonstrated genuine care and concern. Comments from people we spoke with included:

'The staff all know my Dad really well, especially X - I would go as far as to say that she now knows him better than we do. I never have to worry about his health as they pick up on anything and deal with it. He's definitely experiencing a better quality of life since moving in.'

'They're very good to me - always looking out for us. The staff are exceptional, all lovely and very caring. I feel safe knowing they are there for me.'

'I'm very happy here. I made a good choice coming here. I've made friends - other folk like myself, and the staff as well.'

'Communication is very good - I never have to chase information or any updates. Any concerns are acted on and they would pick up on any issues as they know mum so well.'

Residents' health and wellbeing needs had been assessed by skilled and knowledgeable staff. The information gathered during the admission process, and on an ongoing basis thereafter had enabled staff to get to know individual residents well. This meant that staff had identified health and wellbeing concerns at an early stage, escalating these to senior colleagues or to the relevant external healthcare professionals. This vigilance, and the good working relationships staff had developed with community healthcare professionals, meant that people had experienced treatment and interventions that had been safe and effective. A visiting professional commented:

'Always a pleasure to visit Queens View - we always get a warm welcome. Staff are always on hand to give advice and support for residents we are seeing. Residents are always happy and supported well during our visits. Lovely clean, comfortable and caring environment.'

Staff had completed the risk assessments we would expect to see with care plans being developed in response to identified health and wellbeing needs. This had informed and enabled staff to deliver tailored support and we found examples of positive healthcare outcomes, such as managing pain, stabilising weight loss, preventing falls, and improved mental health.

Robust clinical audits had enabled senior staff to monitor key areas of risk for individual residents, maximising health and wellbeing through a team approach. Detailed shift handovers and the informative daily 'flash' meetings had supported good communication across the staff team with key information being shared and acted on.

Supporting people experiencing care to be as active as possible and offering daily opportunities to

participate in a range of recreational activities, both indoors and outdoors, promotes wellbeing and enables people to get the most out of life. Activities staff were highly motivated, valuing the importance of meaningful activity and community connections. As a result, residents had benefitted from a wide range of creative, enjoyable and beneficial activities that promoted health and wellbeing. We were able to observe the positive impact of some of these activities during our visit. Family members commented:

'The activities staff are amazing - they involve everyone. Mum has dementia and I really appreciate the effort they make to encourage and include her.'

'There's lots of events and things to keep Mum occupied - the activities staff are a credit to the home.'

Medication had been well managed and this helped to keep people safe and well. During the inspection, we observed staff supporting individuals who became anxious or distressed with patience and compassion. It was positive to see that staff had been able to minimise the use of 'as required' medicines for managing stress and distress that can cause unwanted side effects. Protocols had been put in place for the use of these medicines and we discussed with the management team the need to ensure that these protocols are updated as changes occur. The management team were planning to deliver further learning to staff around recording balances received and carried forward. This was to support medication auditing processes.

Residents should be able to enjoy their meals in a relaxed and unhurried atmosphere. We observed attentive staff managing mealtimes well, providing discreet and responsive encouragement and support. Choices were offered and alternatives provided to help maximise food and fluid intake. Catering staff had a good awareness of people's nutritional needs and preferences, telling us, 'Food is a real priority here.' Menus offered good variety with ample food, drinks and snacks provided throughout the day and overnight if needed. We saw that concerns had been closely monitored with staff proactively supporting residents to stabilise weight loss. The management team were aware of the need for staff to include more specific detail in food and fluid charts and were acting on this. People commented:

'The food is really nice - very good choices and lovely baking. Dad has gained weight since coming in as he is enjoying the food so much.'

'Yes, I do like the food - there are lots of things to choose from and they will go out of their way to make you something different. There's always plenty food and snacks on the go.'

Infection prevention and control (IPC) measures had become well established and we observed high standards of hygiene and cleanliness throughout the care home. Staff were trained in IPC and demonstrated this in their practice. This helped to protect people from the risk of infection.

How good is our leadership?

4 - Good

We found important strengths that had a positive impact on people's experiences and outcomes with some areas for improvement that would further strengthen the approach to quality assurance. We evaluated this key question as good.

People experiencing care and their families need to have confidence that care services are well led. An established culture of openness and working in partnership with residents and their families had developed an ethos of trust and respect. The people we spoke with told us they felt able to raise any concerns, feeling confident that they would be listened and responded to in a professional manner. People expressed

confidence in the management and staff team and were positive about the standards maintained across the service. Feedback included:

'They do ask your opinion on things - food and what we would like to do. It's nice that we are included and that what we say really matters.'

'It's first class - the best in the area.'

'It's well run - they maintain high standards. We've never had any concerns.'

'Everyone is very approachable. If I did have anything to say I know they would listen - they want the best for everyone.'

'I'm in regularly and the care is always the same - always good. She's definitely well looked after. I've been to the 6-month reviews - I'm totally involved.'

Quality assurance checks and audits are needed to monitor, maintain and continuously improve standards of performance that deliver positive outcomes for people. A framework had been established to inform and support quality assurance processes with action plans being developed to inform and monitor the planned improvements. Whilst this had been well managed overall, we found that some action plans had not been followed through, which was a missed opportunity to improve (see area for improvement 1).

People experiencing care and their families should be supported to understand the standards they should expect, as well as being involved with the service in meaningful ways to encourage the sharing of views and ideas. This enables people to feel empowered and valued and it was positive to find a culture that welcomed involvement.

A range of staff meetings had been held to support discussion and information sharing across departments. This had supported good communication. Meetings with residents and relatives had also taken place. These had offered opportunities for people to discuss and influence the service they received. Responding to the views and ideas expressed meant that people could be confident their views were taken seriously and acted on.

A clear commitment to the ongoing development of the service and a good awareness of what was needed to progress demonstrated effective capacity for improvement. The senior team had good oversight of the operation and performance of the service and this had promoted good working practices and the protection of people being supported.

Moving forward, self-evaluation against the Health and Social Care Standards (HSCS) and the quality framework for inspection should be progressed in partnership with people experiencing care, their families and the staff team. The outcome should be used to inform the wider development plan with people's needs and wishes being acknowledged as primary drivers for change.

Areas for improvement

1. To ensure that quality assurance processes drive change and improvement where necessary, action plans arising from quality audits should be closely monitored so that planned improvements are progressed within the allocated timescales.

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).

How good is our staff team?

5 - Very Good

We found major strengths that had a positive impact on people's experiences and outcomes. We evaluated this key question as very good.

People experiencing care should benefit from the right staffing arrangements and staff working well together as a team. We met with staff from all departments and found them to be professional, knowledgeable and motivated to provide high standards of care and support. Feedback from residents, relatives and visiting professionals was positive about the staff team as a whole, telling us they worked well together. As a result, residents and their families benefitted from stable and consistent care and support delivered by skilled staff who knew them well. Comments included:

'Staff are good at keeping family up to date. There were some issues with settling in at first and adjusting but the staff were wonderful at working through that and now we are happy overall with everything.'

'Staff are brilliant - first class. They are interested in Mum and me. They are person centred - I know that sounds like a cliché but it's true.'

'There's been some changes in the staff team but they are all very nice and very good at what they do.'

'Staff go above and beyond for sure.'

A visiting professional told us, 'Staff are polite, welcoming and knowledgeable.'

The recruitment of new staff had been well managed with the required checks in place prior to commencing employment. This protected people experiencing care. A comprehensive induction programme helped new staff to settle into their role.

The management team had established a responsive assessment process that delivered the right number, skill mix and deployment of staff to meet residents' care and support needs. Using a process of continuous assessment, the staffing method framework had been used to consider and link the various aspects of workforce and workload planning that delivered positive outcomes for people as well as supporting the wellbeing of staff. This should be shared with residents, families and staff on a regular basis so that all parties understand how staffing is managed; for example, via meetings, newsletters and so on.

Staff worked together in a respectful and supportive way, responding to meet residents' needs quickly and being flexible to their preferred routines. This meant that people's choices and preferences were recognised and promoted.

Staff demonstrated that they had the necessary skills, knowledge and competence to deliver the right support to residents in a consistent and responsive way. Residents benefitted from a warm, upbeat

atmosphere as a result and we saw that they experienced a good level of positive interaction with staff outwith care duties. As a result, staff showed they were not task orientated, allowing residents to feel acknowledged and valued. A member of staff commented, 'People don't just come here to stay - we want to help maximise their quality of life.'

Managers demonstrated genuine concern for staff wellbeing. The staff we spoke with confirmed that they felt valued, appreciated and well supported by the management team and their colleagues. Feedback from the staff team was positive about working in Queens View Harbour, including agency staff who commented on how friendly and supportive staff were towards them.

Team meetings are a useful means of sharing information, problem solving, improving performance and building teamwork. They help to clarify future actions and promote a shared sense of purpose. It would be positive to see the minutes of previous meetings being revisited as a standing agenda item to reflect on achievements and progress towards meeting agreed actions.

How good is our setting?

5 - Very Good

We found major strengths that had a significant, positive impact on people's experiences and outcomes. We evaluated this key question as very good.

People using care services should experience high-quality facilities that meet their needs. We found that Queens View Harbour offered a high standard of accommodation and facilities that promoted a warm, welcoming and homely environment. The residents and relatives we spoke with were all very complimentary, commenting:

'I'm happy with the standard of accommodation and the cleanliness - it's a gorgeous home.'

'It's lovely - we love to sit in the café and mum enjoys the coffee and the baking.'

'It's a lovely home as you can see - lovely surroundings and always spotless.'

'It's always clean and any wee repairs are attended to quickly - they keep the place safe and looking tip top.'

'It's like a top hotel - we love using the garden and the wee lounges in the unit looking over the amazing views.'

The environment had been designed to meet people's needs with good accessibility into, and throughout the premises and the garden. This allowed residents to move around the home with ease, with support from staff where needed. Any equipment needed to meet people's needs had been provided and well maintained so that staff could support residents safely.

Residents benefitted from a very good range of facilities that included a well-used café, a bar, a hair and beauty salon and a cinema room. A private dining room was available to host family events and special celebrations.

Having two units on each of the upper floors offered small group living with the four dining rooms supporting positive mealtime experiences. There was a choice of spacious and attractively presented lounges and seating areas with pleasant views where people could spend their time. This meant that

people had the choice to come together to enjoy each other's company and sociable events or spend time alone if this was their choice. Whilst the care home had a warm and vibrant atmosphere, noise levels that could cause some residents to become anxious or distressed remained low.

Residents and their families benefitted from having a large, attractive garden with a putting green that had been well maintained. We observed residents enjoying spending time out in the garden with family or participating in enjoyable activities.

Bedrooms were all single with en-suite facilities, including showers, promoting privacy and dignity. Staff had supported residents and their families to personalise bedrooms, giving people a sense of ownership over their private space.

Housekeeping staff worked hard to maintain a clean and fresh environment with clear protocols in place for cleaning and disinfection. This helped to protect people from the risk of cross-infection as well as making the care home a pleasant environment to live in and visit.

Robust maintenance arrangements were in place which meant that the setting offered security and safety from avoidable risks or harm. This included equipment used to meet the needs of residents. A new maintenance team were undergoing induction which included the completion of the provider's maintenance records.

We noted a few marks on some walls and carpets. We suggested the introduction of environmental audits to monitor and address areas of wear and tear.

How well is our care and support planned?

4 - Good

We found important strengths that had a positive impact on people's experiences and outcomes, with some areas for development that would further strengthen personal plans. We evaluated this key question as good.

People using care services should benefit from dynamic, innovative and aspirational care and support planning which consistently informs all aspects of the care and support they experience. The personal plans we reviewed contained good information about residents' needs and preferences, with staff valuing the importance of recognising each resident's life history and the maintenance of relationships that were important to them.

Residents benefitted from care and support planning that staff had used to meet their assessed needs. Risk assessments and care plans had been reviewed and updated regularly. Records reflected the involvement of other parties, such as healthcare professionals, in response to individual needs. This meant that the care and support being delivered was responsive to residents' changing needs. We discussed the need to ensure all relevant aspects of the personal plan are updated in response to changes as we noted a few inconsistencies. Further learning in the consistent use of respectful, dementia-friendly language would also enhance these records.

It was positive to see that, in addition to support needs, staff had adopted a strength-based approach that reflected people's abilities and the promotion of independence in most of the personal plans we reviewed. Action should be taken to extend this to remaining personal plans.

We found evidence of consultation with residents and their families when compiling and updating personal plans. This enables people experiencing care to lead and direct the development and review of their care and support plans in a meaningful way. However, this was not consistent in the six-monthly review meetings we looked at and personal goals had not always been revisited. We discussed the importance of continuing to reflect partnership working with people experiencing care, including when introducing the electronic care planning system, as this can be less accessible for some people.

Residents benefitted from a wide range of meaningful activities but this had not been considered at six-monthly review meetings. This was a missed opportunity to reflect on the quality of these experiences. Whilst positive overall, evaluations and reviews should consistently capture people's experiences in an outcome-focussed way to evidence the impact and effectiveness of planned care.

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

Management should introduce a system to ensure that meals are delivered to each unit in a timed manner that allows a reasonable gap between each meal.

This is to ensure care and support is consistent with Health and Social Care Standard 1.19: 'My care and support meets my needs and is right for me.'

This area for improvement was made on 13 June 2025.

Action taken since then

Mealtimes had been reviewed with the evening mealtime being extended. Mealtimes were well managed and people told us they were happy with the timing of lunch and dinner.

This area for improvement had been met.

Previous area for improvement 2

To ensure people who spend long periods of time in their rooms are appropriately supported management should ensure:

Care plans clearly reflect each individual's personal preferences, including how much time people spend in their room and the level of staff interaction they require.

Regular checks (e.g. comfort checks) should be documented in the care records and consistently carried out and recorded by staff.

Staff should receive guidance and supervision to ensure understanding of the importance of regular engagement with residents who may be less visible due to room location.

This is to ensure care and support is consistent with Health and Social Care Standard 3.16: 'People have time to support and care for me and to speak with me.'

This area for improvement was made on 13 June 2025.

Action taken since then

We saw that a robust and impactful 'plan, do, study, act' project had been developed to enhance staff learning in relation to communication, observations and care documentation with the intention of using monitoring and reflective practice to embed good practice. This demonstrated a learning culture and a commitment to use this learning to embed improvements that benefit residents and their families. Training

for staff was ongoing and we continued this area for improvement to allow more time for this work to be completed.

Previous area for improvement 3

To ensure that there are clear, detailed and accurate records for each individual, management should:

Provide staff with targeted training on clear, legible, and comprehensive documentation, with emphasis on continuity, injury recording and hospital admissions/follow-ups.

Carry out routine audits to monitor the use of the new recording sheets and ensure all sections are consistently completed.

Evidence that staff have been reminded to record not just physical care, but also emotional, cognitive, and behavioural observations to ensure holistic care.

This is to ensure care and support is consistent with Health and Social Care Standard 3.14: '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 codes.'

This area for improvement was made on 13 June 2025.

Action taken since then

As detailed under area for improvement 2.

Complaints

Please see Care Inspectorate website (www.careinspectorate.com) for details of complaints about the service which have been upheld.

Detailed evaluations

How well do we support people's wellbeing?	5 - Very Good
1.3 People's health and wellbeing benefits from their care and support	5 - Very Good
How good is our leadership?	4 - Good
2.2 Quality assurance and improvement is led well	4 - Good
How good is our staff team?	5 - Very Good
3.3 Staffing arrangements are right and staff work well together	5 - Very Good
How good is our setting?	5 - Very Good
4.1 People experience high quality facilities	5 - Very Good
How well is our care and support planned?	4 - Good
5.1 Assessment and personal planning reflects people's outcomes and wishes	4 - Good

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