

# 7 Mill Row

Review of Care 2017



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## FIELD BAY AND A FOCUS ON QUALITY

Fieldbay is committed to providing high quality services and we understand that to do this we need to constantly invest time, energy and money to bring our vision to reality. Here are a few of the things that we have invested in this year.

- In collaboration with the University of Wales we have put a second set of managers through leadership training.
- Joined the Huntington's Disease Association.
- We were listed as the top company in Swansea as part of the top 100 companies in Wales.

We also continue to build on the work that we have started in previous years by:

- Continuing to develop and deliver eLearning courses for our staff.
- Providing Perk Box discounts for our staff.
- Using electronic care records to improve record keeping and communication and allow senior managers to have immediate knowledge of any significant clinical events and incidents.
- Retaining our 5 star Food Standards Agency ratings in all our services.
- Continuing to hold regular clinical governance meetings.

## INTRODUCTION BY GROUP SENIOR NURSE AND RESPONSIBLE INDIVIDUAL

Welcome to the latest 2017 Fieldbay Quality report.

In publishing our annual report, our aim is to be open, accountable and candid for the services we provide within Domiciliary Care. The audits and feedback contained in this report provides a summary of our achievements during 2016-2017 and outlines our priorities identified for continued or further improvement for the forthcoming year.

We appreciate that maintaining our high standards and seeking continuous improvements, is only accomplished by the willingness, dedication and responsiveness of our staff teams, their continued hard work and enthusiasm and our valued and respected close working relationship and partnership with other agencies, such as Care Managers, outside MDT members, Regulators and Commissioners.

I can confirm that to the best of my knowledge, the information contained in this report is a true and accurate reflection of the care, services and outcomes that we have delivered.

### DEVELOPMENTS

The Fieldbay Group has continued to develop its services in 2017, with the completion of the North Lodge project to offer 10 beds on the site (subject to planning licence) and also with the new acquisition of Cwm Gwendraeth, a 62 bed Nursing and Residential Home in the Gwendraeth valley. Both facilities have been developed and adapted to provide the high standards and quality of environments that everyone have come to expect from a Fieldbay facility.

Fieldbay, had a very successful 2017 and exceeded our expectations and it seems our new facilities are on track to be very successful also.

We have witnessed several home refurbishments across the Group in 2017, which had amounted to a significant financial investment in our commitment to enhance the quality of life and environments for all who reside with us. Our refurbishment programme will continue into 2018.

I am delighted with Fieldbay's performance over the last 12 months and the desire and the teams commitment to work towards continual improvement and learning. We have enjoyed excellent occupancy levels and ongoing enquiries for placement, testament to the high standards of care being provided.

### STAFFING

As an organisation, we have continued to invest in our support teams and infrastructure as a means to assisting the continued growth of the organisation, with additional posts being created within the following teams: maintenance, HR and

recruitment, housekeeping, administration, psychology services, activities staff, nursing and care teams.

#### HEALTH AND SAFETY

Significantly as planned for in 2016, we have appointed a dedicated Health and Safety Manager, which has allowed us to review systems of working, training, updating of policies and procedures and risk and incident management, that has added and enhanced our governance practices. I believe during 2017, we have significantly improved the overall cultural awareness, accountability and training around H&S within Fieldbay. We have established a core corporate H&S committee and each area also has its own distinct H&S meetings to address any local concerns and for staff to audit and to learn from near misses and incidents and events so as to minimise the risk of recurrence.

We continue to be open and transparent in all our processes and duty of candour. All incidents are reported and investigated by our managers (and wider senior teams if deemed necessary) and these incidents are communicated to all relevant authorities and families.

#### COACHING, TRAINING AND SUPPORT

We have excelled in our training programmes having achieved a CIPD accolade as top business for our joint venture with University of Wales, Trinity Saint David for our GWLAD leadership programme. Our new managers continue to enrol on the programme.

We have supported 4 staff to achieve their higher award in Huntington's Care with the HD society, supported managers to study for Master Degree qualifications and have developed a range of e-learning programmes for staff to update their knowledge.

We had Physio and O/T learners join us as a accredited placement in 2017. We continue to meet as a senior management team weekly and with our home managers as a group every 4 weeks for training and development. I continue to visit all the Fieldbay facilities each week and also meet managers and deputies every 8 Weeks for coaching and mentoring. This is in addition to the 1-1 individual supervision our managers receive every 8 weeks. There is a robust system of support in place.

#### BUSINESS ACHIEVEMENTS

2017 witnessed us achieving an award for Top Business in South West Wales, which we were delighted about.

## SERVICE USERS

Our client group has remained consistent with our Statement of Purpose and we continue to support individuals with complex mental and physical health needs, neurological conditions, Dementia, Brain Injury and Learning Disabilities in a variety of settings, suitable to their needs and in line with their care pathways.

We have seen several holidays and fun days out in our adapted vehicles, in addition to numerous in house parties, celebrations and events. We like to think we put the fun into Fieldbay and strive to make our facilities the best they can possibly be.

The 3 areas I identified for improvement during 2017 have witnessed a mixed result, with minor drug errors still featuring higher than I would like to see across all settings, however I am satisfied that all errors are being diligently reported within Fieldbay and to outside agencies and not being ignored, so that we can learn from them. This area will remain a target initiative for 2018.

Our CareSys recording systems around electronic records has seen some improvement and has proven to be a success. We now have a system in place for monitoring and having a system in place to easily access key information.

## MY 5 KEY AREAS FOR 2018

1. To further develop our internal investigation of incidents and accidents to include more robust root cause analysis evaluations with consistency and to further enhance training to our staff on preventative measures and robust review and actions post incident.
2. To enrol all our managers and deputies on the internal Fieldbay IOSH course that will be facilitated by our H&S manager
3. To establish Cwm Gwendraeth settle it down and continue developing new units within the home to suit the needs of our service user group.
4. To enhance and develop our PBM/PBS team.
5. To work with University of Wales, Trinity St David to support MA psychologist programmes within Fieldbay and to enrol the PHD student we have sponsored for 3 years, to develop Fieldbay as a recognised 'Centre of Excellence'.

We look forward to the year ahead with focus, purpose and passion to continue to place quality at the centre of everything we do.

**Paula Lewis**  
**Group Senior Nurse & Responsible Individual**  
**RMN, BScN, DipHCM, PGCE, MA**

## HOME MANAGERS REVIEW OF THE YEAR

I would like to thank all the staff at Fieldbay for the support I have received in my first year as registered manager at Mill Row.

The team at Mill Row continue to come up with new ways to make sure the people living with us have the best quality of life possible. This makes working at Mill Row a pleasure.

Again this year we have completed more 'Bucket Wishes' which seen us travel to the Arsenal playing grounds! We are hoping 2018 will see us in a hot air balloon.

We received an excellent report from the CSSIW with no recommendations and have set out standards high. In 2018 we aim to continue with these standards and exceed them.

Once again Mill Row's door is always open to staff and people in our care to have a warm drink, a cake or whatever else they fancy.

**Yasmin McCombie**  
**Home manager**

## 7 MILL ROW

7 Mill Row is a small Service Userial home in Pontardawe, Swansea, that provides support for up to 4 younger adults with mental infirmity, dementia, Acquired Brain Injury or learning disabilities. The environment is conducive to family type living while also providing personal space and the privacy of self contained flats.

Mill Row provides an opportunity for service users who have progressed well in other Fieldbay Homes to live in greater independence while still allowing them to benefit from staff support throughout the day as necessary. This will form an essential part of each individuals care pathway, and of course will provide a homely yet professionally managed option for those new to our services.

There will be a continued emphasis on re-enablement and full assessments and support will be provided to ensure each person operates at their maximum potential. The house is end of terrace as the intention is to be integral and part of the local community.

Mill Row is approximately 10 minutes walk, or an easy bus ride, from the town centre of Pontardawe, which includes the newly built out of town shopping areas and leisure centre, a theatre, pubs and cafes.

The Swansea Football and Ospreys Rugby stadium is approximately a 10 minute ride away. The annual 'Pontardawe' Festival and '7's' Rugby tournaments take place within a 10 minute walk of Mill Row. Swansea City centre and the vibrant SA1 Waterfront is a 20 minutes ride away, with excellent local bus facilities.

We aim to continually improve the quality of the service we provide so that Mill Row not only meets or exceeds regulatory standards but also continues to be a rewarding place to work and delivers the best possible outcomes for service users.

The management of Mill Row always welcome inspection from the CSSIW, Contracting Teams and other relevant authorities.



## AUDIT

The following Audits are carried out by Senior Managers at Mill Row.

- Medicines
- Infection Control
- Kitchens
- Environmental, Cleanliness & Furnishings
- Health & Safety
- CareSys
- Periodic Service Review (PSR) for all clinical, MDT and AOB meetings
- Service User's personal Monies & Petty Cash
- HR

Additionally all incidents and accidents are subject to review by the senior management team and any serious event is fully investigated and a written report is provided to the Responsible individual. These reports are shared with in the company so that organisational learning is assured.

## FIELD BAY THERAPIES OVERVIEW

The therapy team within the Fieldbay Group has experienced continued growth and change in 2017, with the addition of a 62 bed nursing home in Tumble (Cwm Gwendraeth)

The team currently consists of a Therapy manager, 3x occupational therapists, 1x physiotherapist, 1x part time Speech and language therapist, 5x therapy assistants, a dedicated manual handling trainer, an activity coordinator and woodwork technician based within the hobby hut in Swansea. The qualified members of the team supervise and guide the assistants to follow the treatment plans in place.

At the beginning of the year the team were travelling across sites however it was deemed more effective for team members to have a base and are allocated homes within their geographical area. As there are currently only 1x Physiotherapist and 1 x Speech and language they continue to work across sites based on the referral system and communication from the teams and OT's based within the sites homes to prioritise their caseload.

The therapy team aim to assess all new admissions into Fieldbay conducting their initial assessments. A treatment plan is then devised meeting any identified needs. The treatment plan can include direction for the support staff on how to increase service users independence with their PADL's and ADL's, clear instruction on use of postural and mobility equipment, passive movements, attendance of classes ( in house and community) and referral to other agencies such as ALAC. Prior to admissions the therapy team will often attend the preadmission assessments with the home managers to identify the potential services users manual handling needs to ensure they will be met when admitted.

## ACTIVITIES DURING 2017

The hobby hut is being utilised by all service users and there is a varied activity planner in place. In addition to the activities such as arts and crafts, cognitive groups and sensory sessions, outside agencies such as Zoolab and nostalgia show continue to be popular. The woodwork environment is being altered to ensure service user safety and storage facilities for the equipment are on order, Service user holidays took place in Porthcawl with all enjoying. The planning of the holiday is currently placed on the occupational therapists within the area however due to increasing demand on the service a new planning strategy has been formulated for next years service user holiday including all members of the team (home managers, nurses and support staff).

Communication group is held weekly in the hobby hut and those service users referred by SALT engage in a variety of communication based activities, This has proved to be a success and is being replicated within the homes to maximise its effectiveness and increase the inclusion criteria. Monthly the session will be based on a trip to allocation chosen by the service users; places visited include mumbles, Grape and Olive, winter wonderland, folly farm and the botanical gardens. These

trips are used as a focus for the next group and attendance levels are high evidencing the popularity and effectiveness of the group.

Breakfast club is one of the many in house groups facilitated by the therapy assistants that have developed this year. Service users are encouraged and supported to make their own breakfast using the kitchenettes on the unit. The meal is chosen by the service user and pancakes seem to be a popular choice followed by scrambled eggs and toast.

Exercise groups have been formulated by the physiotherapists and the therapy assistants and activities members carry this out twice weekly. Sessions can include dance and chair movements enabling all service users with varying mobility abilities to participate. Those service users who high good mobility have been signed up to their local gym and are supported to attend various sessions weekly including swimming, reflexology and use of the spa facilities.

A music therapist held several very successful sessions within the homes engaging service users through music and singing with support from the therapy team. Fieldbay are in negotiations to have regular sessions.

A location in Bridgend has been utilised for hydrotherapy sessions every Friday. Service users are supported by a therapy assistant to complete passive movements and strengthening. Service users who attend the sessions regularly have benefitted from increased range of movement; more settled nights sleep and increased strength.

Trips to the community have increased such as shopping trips, meals out and accessing local classes such as art class and reflexology. In addition to the regular day trips to the community the therapy team have facilitated many successful longer day trips that are held monthly. Places include Folly farm, Techniquet, Bristol zoo, Cardiff bay, Tenby, Porthcawl, Brecon Beacons train ride, Symonds Yat and many more.

All homes have participated in fundraising events for causes such as stroke, dementia, cancer and Huntington's disease. The cake sale is always a successful way to raise funds and service users enjoy decorating and eating the baked goods. Fete's are organised for the summer and winter and offers opportunity for family and friends to attend a fun afternoon. Service users sell their made items from the hobby hut and woodwork shop and there are a variety of stalls including cakes and a variety of games. An entertainer is present to keep all entertained with a variety of songs. All fetes this year have raised a fantastic amount for the service users' fund. During the service users meeting service users decide how they would like to spend the money raised.

A Family member within Bridgend donated a memorial water feature and with support from the therapy team has developed the area to include memorial stones. Those family members who wish to dedicate a stone and place it within the garden are supported to do so. The area has been used positively by all within the setting.

## DEVELOPMENT OF THE SERVICE

The documentation used by the therapy team on CareSys has been altered to clarify the therapists input and treatment plans. Initially there was an assessment under assessments section and a form of treatment plan was placed under the support section. During an audit of the notes by the local health board it was agreed the paper work would be altered. The team are currently transferring the information from the original documentation to the new forms, the assessment and treatment plan will be under assessments section. The therapist will communicate with the lead/ key nurse to ensure the information is communicated and added to the service users support plans.

The team continue to develop their clinical skills and knowledge by attending various courses in addition to the mandatory courses within Fieldbay. Courses include Parkinson's training, medication training for use of midazolam, tissue viability training and Huntington's disease training. The team continue to have in house CPD sessions that are held monthly and the topics are chosen to meet any identified learning needs.

To monitor input by the therapy team a six monthly audit is conducted using CareSys (assessments, treatment plans and daily entries).

As the company expanded there was a need for another member of the team to become a manual handling trainer. An OT was placed on the training with edge services earlier in the year. This resulted in the team having 2x Occupational therapists and one advance practitioner carer being manual handling trainers.

## PLAN FOR THE COMING YEAR

Increase the level of in house activities; replicate the successful activity groups and sessions across all sites by allocating support staff responsibilities to facilitate the activities, overseen by Occupational therapist  
Develop the communication groups held within the homes facilitated by the speech and language therapist and therapy assistants.

To ensure there is adequate cover for manual handling training and completion of the manual handling plans within Fieldbay an additional Occupational therapist will be attending the Edge training to become a trainer early in 2018.

Plans are underway for Fieldbay to accept physiotherapy and Occupational therapy students for the beginning of 2018. Team have completed or are completing educators' courses with the aim of having regular students throughout the year. Links continue to build with Cardiff University to conduct research with Huntington's disease and the benefits and impact of a walking group. The therapy team will begin conducting the research early 2018.

Fieldbay have plans to build a Hydrotherapy pool within the new site in Tumble. This will increase the number of service users who will be able to use the hydrotherapy facility and in turn benefit.

As Fieldbay continue to expand there are a number of vacancies within the therapy team to meet the needs of the service. Currently vacancies are for, 1x Occupational therapist, 1 x Physiotherapist and 1x speech and language therapist. The therapy manager and the HR department have a strategy to recruit suitable members to the therapy team.

**Rhian Nelson BSc(Hons), MA, RCOT, Occupational Therapy Manager**

## RECRUITMENT, RETENTION & STAFFING

Yasmin McCombie has worked hard in 2017 to push the service forward and achieve goals for both staff and Service Users that may not have previously been considered possible. Newer to a managerial role, Yasmin has been receptive and willing to embrace guidance and leadership from peers which has developed her skills as a manager of this small service.

Retention of staff has been good in Mill Row in general throughout the year, although latterly there have been challenges to recruiting into the staff team, in response to staff progressing within the service due to promotional opportunities within the service. Reasons we struggle to attract the quantity of applicants at interview being a direct response to the varied job opportunities now available to candidates as a result of the economic climate improving.

Whilst Yasmin is newer to a management role, she is receptive to guidance and coaching from peers. We are fortunate to have the skill, ability and foresight in our management teams to support, train and develop the Managers who continue to grow and develop in their roles. We envisage that 2018 will continue to test and push Yasmin's abilities and she will be supported not only by the team in Mill Row, but also by the Senior Management and wider support teams in place. These teams provide support and specific, targeted guidance, be that with care challenges, nursing challenges, admin, domestic or kitchen departments, we work as one organisation to support and develop all staff within Fieldbay to be better and to understand the 'Fieldbay Way'.

We recruited to fill the following positions during 2017:

Service	Care	Nurse	Manager	Domestic	Kitchen	Admin	Maintenance
Mill Row	1 A further 2 full timers have been recruited in early 2018	N/A	0	N/A	N/A	N/A	N/A

We continue in Fieldbay to add to our already impressive support services and are continually evaluating and growing where necessary the skills and manpower of our therapies team, Advanced Practitioner's, Senior Nursing Team and Psychology team with the addition in 2018 of Dr. Zoe Fisher into our service on a part time basis to help us in our continued strive for best practices in the field of Neurology.

This year will see us work with both PHD and MA students from Swansea University to work on projects with us to push our service further forward and learn about new ways of looking at situations and work with new innovations and theories of best practice.

2017 saw us developing and cementing our new roles into the service, our 4 'Care Assistant, Advanced Practitioners' team was enhanced by a further OT Advanced Practitioner and an Advanced Practitioner dedicated to Training on the floor – as with all Advanced Practitioners, they support the service across the sites and so are focussed where the need presents itself which in our service can be diverse and varied.

In 2017 the following staff left Mill Row:

Service	Care	Nurse	Manager	Domestic	Kitchen	Admin	Maintenance
Mill Row	4	N/A	0	N/A	N/A	N/A	N/A

The reasons they gave for leaving were as follows:

- Failed probation x2
- New Job closer to home
- Unable to commit to relief shifts

For most of 2017 we have enjoyed the skill and support of 2 Physiotherapists and a SALT who complement the developing and growing Therapies team within Fieldbay and complements our already established Occupational Therapy, Psychology and Positive Behavioural Management (PBM) Teams. Towards the end of 2017 one of our Physiotherapists took the decision to return to work in the NHS and the SALT has taken a temporary reduction in hours to dedicate time to personal challenges and we look forward to welcoming her back in 2018.

Our Senior Nurse, Sian Hammett, RGN, appointed in late 2016 has gone from strength to strength adding invaluable General Nursing guidance to our already diverse senior nursing team thanks to her experience as a Matron of Acute Medicine with the NHS.

As a group, we continue to work to the Corporate Silver Standard for Investors In People – we work hard to achieve high standards within our service and are delighted to continue working to the principles and ethics of the award and the

quality marker it represents. Although we have taken the decision in 2018 to look to different quality markers to recognise the great work we do, we will still keep loyal to the ethos and emphasis that IIP stands for in their quest for staff satisfaction and investment.

We continue to be recognised by the Government in relation to our positivity in the recruitment of those with disabilities, and have been awarded the two ticks standard.



The HR Team further increased in 2017, with the addition of a Recruitment Coordinator and HR Advisor. This is to ensure there are enough dedicated HR professionals to service the Group and support the management in relation to complex and difficult matters involving staff. As a team, the HR department have continued to develop support sessions for staff, including following through with the managers on 24 week induction booklets which were introduced in December 2015, these are a crucial tool in the retention of key staff to ensure they are supported and brought up to the Fieldbay standards in a competency based and timely manner.

We continue to actively promoting our 'Whistleblowing Hotline' which is a dedicated phone line with answer machine and helpline cards are issued to staff at induction.

Following our introduction of Perkbox in the summer of 2016, we continue to offer this staff benefits system which allows discount on various different activities including shopping, cinema visits, eating out and also services such as mobile phone insurance. This 'Perk' has been well received by all staff and to date, we have helped staff save over £18,000! This is a great initiative, which we are proud to be a part of and take up has been extremely high.

The Year ahead – in 2018, we look ahead again to an uncertain future in relation to employment law with the potential exit from the European Union, the introduction of the GDPR legislation in May, the further increases to the National Living Wage and also the pension demands on businesses and work together with the company Director and Group Senior Nurse and RI to ensure we are remaining competitive and focussed in providing the best terms and conditions possible for our employees in order to retain skill and commitment to the Fieldbay Brand whilst continuing to grow, develop and push the service to be the best it can possibly be.

**Emma Crawford BA(Hons), Ma HRM, Assoc. CIPD, Head of Human Resources**



## STAFF TRAINING

Training within the Fieldbay group has continued to develop in 2017. All staff receive induction training before they commence working for us. In 2017 the computer based e-learning was assimilated into new staff's 24 week induction. Some of the components of their induction training, including those with a strong practical component, were given more time. This included the Management of Behaviour that Challenges (given a whole day), Manual handling (also given a whole day) and health and safety (given half a day.) A similar approach was also taken with refresher training, which now has runs over two days: the Management of Behaviour that Challenges has a whole day, Manual Handling has a half day and other mandatory components fill the other half day.

Within Fieldbay there are two distinct teams providing two areas of training: Positive Behavioural Support/Positive Behavioural management (PBS/PBM) and Therapies. PBS/PBM is delivered by a team of nurses and specially developed carers to have received 'train the trainer' training in the prevention and management of behaviour that challenges. The therapies team consists of registered Occupational Therapists (OT), Physiotherapists, a Speech and Language Therapist and specially developed carers- Advanced Practitioner Care Assistants- who deliver training on manual handling, prevention of contractures, head injury and occupation, and swallowing. These teams deliver training in both induction and refresher training as well as developing support plans for specific service users within our service, and helping staff become aware of and delivering care according to these plans.

Fieldbay believes that training staff at all levels within the organisation is important. As well as regular induction and refresher training we recognised that there were a certain set of core skills needed by all staff who are in charge of a 'shift.' This would include nurses in our Nursing Homes, but carers in our domiciliary and residential facilities, who all need the same management skills to be effective. These were developed into a series of 'Shift Leader Study days.' They incorporated national and local standards, Fieldbay's own approach, policies and procedures and good practice into the following learning opportunities:

- Managing incidents
- Managing physical illness
- CareSys (our electronic records system)
- Difficult communication
- Meetings
- Health Care law and Ethics

Again, approximately 65 shift leaders have attended each of these study days in 2017 and a seventh day is under development for 2018 called 'Admission, Discharge and Death.'

We have continued to help develop our existing managers into more effective leaders. To this end we have enrolled second cohort into Fieldbay's 'Leadership Academy' with Trinity St David's University (TSD.). In its first year the course has already won 'Outstanding Training and Development' award from the local Chartered Institute of Professional Development. TSD has also been commended in national awards for life-long learning.

**Aldo Picek, Training Manager**

**Clinical Nurse Manager RN (MH), BN, BSC, MSC, PGCE, RCN Clinical Leader**

## HEALTH AND SAFETY

As the new Health and Safety Manager for Fieldbay I am please to be able to report that:

- We have retained our 5 star food hygiene rating.
- I have established a health and Safety Committee to discuss localised Health and Safety issues and communicate new legislation which may affect the home.
- A new manual handling programme has been introduced for staff which will enable a passport of skills to be developed and evidenced.
- A new driver training programme has been introduced which includes an assessment of driving and also training on the use of accessible equipment.
- We hold weekly reviews of all incidents/ accidents in conjunction with the Clinical Nurse Managers.
- An improved site risk assessment covering all generic risks has been rolled out.
- I have introduced IOSH Managing safety for all Registered Managers.

In addition to these developments I have also reviewed and updated the health and safety and Fire Policies, introduced legionella risk assessments and further developing a uniformed approach to Fire Safety across all Fieldbay's homes.

**Chris Kerslake, Grad IOSH Dip PA**

## COMPLAINTS AND COMPLIMENTS

The service keeps a record of all complaints and compliments. In the last 12 months there have been no complaints made by service users and none by other people.

We have recorded no compliments from service users or their representatives.

## REGULATORY VISITS

Mill Row has had monthly regulation 27 provider visits from the RI and is visited in between by members of the senior management team.

Staffing levels, skill mix, furnishings and level and quality of interaction between carers and service users has been reviewed and all observations have been fed back to the managers and care team. A record of all visits is maintained by the Responsible Individual.