



# Grand Cedar

## Performance Report

61-63 High Street Road  
ASHWOOD VIC 3147  
Phone number: 03 9811 5600

**Commission ID:** 3986

**Provider name:** Newcare Pty Ltd

**Site Audit date:** 18 February 2020 to 19 February 2020



## Overall assessment of this Service

<b>Standard 1 Consumer dignity and choice</b>	<b>Compliant</b>
Requirement 1(3)(a)	Compliant
Requirement 1(3)(b)	Compliant
Requirement 1(3)(c)	Compliant
Requirement 1(3)(d)	Compliant
Requirement 1(3)(e)	Compliant
Requirement 1(3)(f)	Compliant
<b>Standard 2 Ongoing assessment and planning with consumers</b>	<b>Compliant</b>
Requirement 2(3)(a)	Compliant
Requirement 2(3)(b)	Compliant
Requirement 2(3)(c)	Compliant
Requirement 2(3)(d)	Compliant
Requirement 2(3)(e)	Compliant
<b>Standard 3 Personal care and clinical care</b>	<b>Compliant</b>
Requirement 3(3)(a)	Compliant
Requirement 3(3)(b)	Compliant
Requirement 3(3)(c)	Compliant
Requirement 3(3)(d)	Compliant
Requirement 3(3)(e)	Compliant
Requirement 3(3)(f)	Compliant
Requirement 3(3)(g)	Compliant
<b>Standard 4 Services and supports for daily living</b>	<b>Compliant</b>
Requirement 4(3)(a)	Compliant
Requirement 4(3)(b)	Compliant
Requirement 4(3)(c)	Compliant
Requirement 4(3)(d)	Compliant
Requirement 4(3)(e)	Compliant
Requirement 4(3)(f)	Compliant
Requirement 4(3)(g)	Compliant
<b>Standard 5 Organisation's service environment</b>	<b>Compliant</b>
Requirement 5(3)(a)	Compliant
Requirement 5(3)(b)	Compliant
Requirement 5(3)(c)	Compliant
<b>Standard 6 Feedback and complaints</b>	<b>Compliant</b>
Requirement 6(3)(a)	Compliant



Requirement 6(3)(b)	Compliant
Requirement 6(3)(c)	Compliant
Requirement 6(3)(d)	Compliant
<b>Standard 7 Human resources</b>	<b>Compliant</b>
Requirement 7(3)(a)	Compliant
Requirement 7(3)(b)	Compliant
Requirement 7(3)(c)	Compliant
Requirement 7(3)(d)	Compliant
Requirement 7(3)(e)	Compliant
<b>Standard 8 Organisational governance</b>	<b>Compliant</b>
Requirement 8(3)(a)	Compliant
Requirement 8(3)(b)	Compliant
Requirement 8(3)(c)	Compliant
Requirement 8(3)(d)	Compliant
Requirement 8(3)(e)	Compliant



## Detailed assessment

This performance report details the Commission's assessment of the provider's performance, in relation to the service, against the Aged Care Quality Standards (Quality Standards). The Quality Standard and requirements are assessed as either compliant or non-compliant at the Standard and requirement level where applicable.

The report also specifies areas in which improvements must be made to ensure the Quality Standards are complied with.

The following information has been taken into account in developing this performance report:

- the Assessment Team's report for the Site Audit; the Site Audit report was informed by a site assessment, observations at the service, review of documents and interviews with staff, consumers/representatives and others.



# STANDARD 1

# COMPLIANT

## Consumer dignity and choice

### Consumer outcome:

1. I am treated with dignity and respect, and can maintain my identity. I can make informed choices about my care and services, and live the life I choose.

### Organisation statement:

2. The organisation:
  - (a) has a culture of inclusion and respect for consumers; and
  - (b) supports consumers to exercise choice and independence; and
  - (c) respects consumers' privacy.

## Assessment of Standard 1

### Consumer outcome

Overall most sampled consumers confirmed that they are treated with dignity and respect, can maintain their identity, make informed choices about their care and services and live the life they choose.

For example:

- Consumers interviewed felt they were treated with dignity and respect. They were able to make choices about how they would like their services delivered and maintain connections with others
- Consumers and representatives interviewed confirmed that staff were aware of what is important to them including cultural backgrounds and were being supported to take risks and live the life they choose
- Consumers described their personal privacy is respected and their personal information is maintained confidentially.

To understand the consumer's experience and how the organisation understands and applies the requirements within this Standard, the Assessment Team sampled the experience of consumers, asking them about the requirements, reviewing their care planning documentation (for alignment with the feedback from consumers) and testing staff understanding and application of the requirements under this Standard.

The team also examined relevant documentation and drew relevant information from other consumer interviews and the assessment of other Standards.

- Feedback from staff and review of care planning documentation demonstrated that staff practice the principles of dignity and respect when engaging consumers on a day to day basis. The Assessment Team observed respectful interactions between staff, consumers and visitors. Care planning documentation reflected how consumers are encouraged to maintain their identity, make choices about their care and services and receive support to live the life they choose within the service.

The Quality Standard is assessed as Compliant as six of the six specific requirements have been assessed as Compliant.

### Assessment of Standard 1 Requirements

#### Requirement 1(3)(a)

**Compliant**

Each consumer is treated with dignity and respect, with their identity, culture and diversity valued.

#### Requirement 1(3)(b)

**Compliant**

Care and services are culturally safe.

#### Requirement 1(3)(c)

**Compliant**

Each consumer is supported to exercise choice and independence, including to:

- (i) make decisions about their own care and the way care and services are delivered; and
- (ii) make decisions about when family, friends, carers or others should be involved in their care; and
- (iii) communicate their decisions; and

make connections with others and maintain relationships of choice, including intimate relationships.

#### Requirement 1(3)(d)

**Compliant**

Each consumer is supported to take risks to enable them to live the best life they can.

# STANDARD 1

## Consumer dignity and choice

# COMPLIANT

### Requirement 1(3)(e)

**Compliant**

Information provided to each consumer is current, accurate and timely, and communicated in a way that is clear, easy to understand and enables them to exercise choice.

### Requirement 1(3)(f)

**Compliant**

Each consumer's privacy is respected and personal information is kept confidential.



# STANDARD 2 COMPLIANT

## Ongoing assessment and planning with consumers

### Consumer outcome:

1. I am a partner in ongoing assessment and planning that helps me get the care and services I need for my health and well-being.

### Organisation statement:

2. The organisation undertakes initial and ongoing assessment and planning for care and services in partnership with the consumer. Assessment and planning has a focus on optimising health and well-being in accordance with the consumer's needs, goals and preferences.

## Assessment of Standard 2

### Consumer outcome

Overall, sampled consumers confirmed that they feel like partners in the ongoing assessment and planning of their care and services.

For example:

- Consumers and representatives confirmed they are involved in care planning and how consultation occurs when the care and services plan is reviewed or when changes to care needs occur
- Consumers interviewed confirmed they are informed of outcomes of assessments however, the majority said they were not aware that care planning documents were available for them.

To understand the consumer's experience and how the organisation understands and applies the requirements within this Standard, the Assessment Team sampled the experience of consumers – reviewing their care planning documents in detail, asking consumers about how they are involved in care planning, and interviewing staff about how they use care planning documents and review them on an ongoing basis.

- Care planning and assessment documentation is developed in partnership with the consumer and others that the consumer wishes to involve. There is a focus on optimising the health and well-being of each consumer in accordance with their

**Ongoing assessment and planning with consumers**

needs, goals and preferences. Documentation informs the delivery of safe and effective care and services, including consideration of risks. Care and services are reviewed regularly and involves other organisations and individuals that are involved in the care of the consumer.

The Quality Standard is assessed as Compliant as five of the five specific requirements have been assessed as Compliant.

**Assessment of Standard 2 Requirements****Requirement 2(3)(a)****Compliant**

Assessment and planning, including consideration of risks to the consumer's health and well-being, informs the delivery of safe and effective care and services.

**Requirement 2(3)(b)****Compliant**

Assessment and planning identifies and addresses the consumer's current needs, goals and preferences, including advance care planning and end of life planning if the consumer wishes.

**Requirement 2(3)(c)****Compliant**

The organisation demonstrates that assessment and planning:

- (i) is based on ongoing partnership with the consumer and others that the consumer wishes to involve in assessment, planning and review of the consumer's care and services; and
- (ii) includes other organisations, and individuals and providers of other care and services, that are involved in the care of the consumer.

**Requirement 2(3)(d)****Compliant**

The outcomes of assessment and planning are effectively communicated to the consumer and documented in a care and services plan that is readily available to the consumer, and where care and services are provided.

**Requirement 2(3)(e)****Compliant**

Care and services are reviewed regularly for effectiveness, and when circumstances change or when incidents impact on the needs, goals or preferences of the consumer.



## STANDARD 3

## COMPLIANT

### Personal care and clinical care

#### Consumer outcome:

1. I get personal care, clinical care, or both personal care and clinical care, that is safe and right for me.

#### Organisation statement:

2. The organisation delivers safe and effective personal care, clinical care, or both personal care and clinical care, in accordance with the consumer's needs, goals and preferences to optimise health and well-being.

### Assessment of Standard 3

#### Consumer outcome

Overall, sampled consumers did consider that they receive personal care and clinical care that is safe and right for them.

For example:

- Consumers confirmed that they get both the clinical and personal care they need that is safe and effective. Needs, goals and preferences of each consumer are considered to optimise health and wellbeing.
- Consumers interviewed confirmed that they have access to a doctor or other health professional when they need it.
- The Assessment Team sampled consumers' care planning documentation, which demonstrated input from other health professionals into their care strategies. This was confirmed by the consumers who gave examples of when they had been visited by a medical practitioner or other healthcare professionals.
- High impact and high prevalence risks associated to the care of each consumer are assessed and managed effectively.

To understand the consumer's experience and how the organisation understands and applies the requirements within this Standard, the Assessment Team sampled

**Personal care and clinical care**

the experience of consumers – their care plans and assessments were reviewed and staff were asked about how they ensure the delivery of safe and effective care for consumers. The team also examined relevant documents.

- Care planning supports both personal and clinical care and is tailored to the consumers' needs to optimise health and wellbeing. Documentation indicates consumers are assessed on an ongoing basis and changes in consumer function or condition triggers reassessment to ensure needs, goals and preferences are recognised and addressed
- The organisation has introduced and embedded a range of clinical review and monitoring processes that are facilitating clinical and care staff to support and deliver safe and effective care for consumers.

The Quality Standard is assessed as Compliant as seven of the seven specific requirements have been assessed as Compliant.

**Assessment of Standard 3 Requirements****Requirement 3(3)(a)****Compliant**

Each consumer gets safe and effective personal care, clinical care, or both personal care and clinical care, that:

- (i) is best practice; and
- (ii) is tailored to their needs; and
- (iii) optimises their health and well-being.

**Requirement 3(3)(b)****Compliant**

Effective management of high impact or high prevalence risks associated with the care of each consumer.

**Requirement 3(3)(c)****Compliant**

The needs, goals and preferences of consumers nearing the end of life are recognised and addressed, their comfort maximised and their dignity preserved.

**Requirement 3(3)(d)****Compliant**

Deterioration or change of a consumer's mental health, cognitive or physical function, capacity or condition is recognised and responded to in a timely manner.

**Personal care and clinical care****Requirement 3(3)(e)****Compliant**

Information about the consumer's condition, needs and preferences is documented and communicated within the organisation, and with others where responsibility for care is shared.

**Requirement 3(3)(f)****Compliant**

Timely and appropriate referrals to individuals, other organisations and providers of other care and services.

**Requirement 3(3)(g)****Compliant**

Minimisation of infection related risks through implementing:

- (i) standard and transmission based precautions to prevent and control infection; and
- (ii) practices to promote appropriate antibiotic prescribing and use to support optimal care and reduce the risk of increasing resistance to antibiotics.



# STANDARD 4 COMPLIANT

## Services and support for daily living

### Consumer outcome:

1. I get the services and supports for daily living that are important for my health and well-being and that enable me to do the things I want to do.

### Organisation statement:

2. The organisation provides safe and effective services and supports for daily living that optimise the consumer's independence, health, well-being and quality of life.

## Assessment of Standard 4

### Consumer outcome

Overall sampled consumers and representatives did confirm that they get the services and supports for daily living that are important for their health and well-being and that enable them to do the things they want to do.

For example:

- Consumers interviewed said they are supported by the service to do the things they like and commented on their involvement in individual and group activities which are of interest to them
- Consumers interviewed said they are supported to keep in touch with family members and other people who are important to them. This occurs through visits and support to access the community
- The majority of consumers interviewed spoke positively about the quality and quantity of meals provided. A small proportion of consumers stated the meals could improve, however management have been addressing this.

To understand the consumer's experience and how the organisation understands and applies the requirements within this Standard, the Assessment Team sampled the experience of consumers – observations were made, consumers were asked about the things they like to do and how these things are enabled or supported by the service and staff were asked about their understanding and application of the requirements. The team also examined relevant documents.

**Services and supports for daily living**

- Lifestyle services are individualised and offered daily. Staff are familiar with the goals, needs and preferences of consumers and this aligns with the content of lifestyle care plans. The Assessment Team observed group lifestyle activities in progress and one to one activities being provided by staff.
- Meals were attractively presented, and snacks were available outside of scheduled meal times.

The Quality Standard is assessed as Compliant as seven of the seven specific requirements have been assessed as Compliant.

**Assessment of Standard 4 Requirements****Requirement 4(3)(a)****Compliant**

Each consumer gets safe and effective services and supports for daily living that meet the consumer's needs, goals and preferences and optimise their independence, health, well-being and quality of life.

**Requirement 4(3)(b)****Compliant**

Services and supports for daily living promote each consumer's emotional, spiritual and psychological well-being.

**Requirement 4(3)(c)****Compliant**

Services and supports for daily living assist each consumer to:

- (i) participate in their community within and outside the organisation's service environment; and
- (ii) have social and personal relationships; and
- (iii) do the things of interest to them.

**Requirement 4(3)(d)****Compliant**

Information about the consumer's condition, needs and preferences is communicated within the organisation, and with others where responsibility for care is shared.

**Requirement 4(3)(e)****Compliant**

Timely and appropriate referrals to individuals, other organisations and providers of other care and services.

**Requirement 4(3)(f)****Compliant**

Where meals are provided, they are varied and of suitable quality and quantity.

## STANDARD 4

COMPLIANT

### Services and supports for daily living

#### Requirement 4(3)(g)

Compliant

Where equipment is provided, it is safe, suitable, clean and well maintained.



# STANDARD 5

# COMPLIANT

## Organisation's services environment

### Consumer outcome:

1. I feel I belong and I am safe and comfortable in the organisation's service environment.

### Organisation statement:

2. The organisation provides a safe and comfortable service environment that promotes the consumer's independence, function and enjoyment.

## Assessment of Standard 5

### Consumer outcome

Overall sampled consumers indicated that they feel they belong in the service, and feel safe and comfortable in the service environment.

For example:

- Consumers and representatives said staff are welcoming and visitors are encouraged to join in. Consumers described how they access activities in different areas of the service including lounge areas for conversation
- Consumers interviewed confirmed that the service is clean and well maintained.

To understand the consumer's experience and how the organisation understands and applies the requirements within this Standard, the Assessment Team observed the service environment, spoke with consumers about their experience of the service environment and interviewed care staff about the suitability and safety of equipment. The team also examined relevant documents.

- The service was observed to be welcoming and the layout of the service enabled consumers to move around freely, with suitable furniture, fittings and areas for use as preferred. Signage is displayed and includes the use of other relevant languages
- Consumers had ready access to tidy outdoor areas with balconies, gardens, benches and paths.

The Quality Standard is assessed as Compliant as three of the three specific requirements have been assessed as Compliant.

**Assessment of Standard 5 Requirements****Requirement 5(3)(a)****Compliant**

The service environment is welcoming and easy to understand, and optimises each consumer's sense of belonging, independence, interaction and function.

**Requirement 5(3)(b)****Compliant**

The service environment:

- (i) is safe, clean, well maintained and comfortable; and
- (ii) enables consumers to move freely, both indoors and outdoors.

**Requirement 5(3)(c)****Compliant**

Furniture, fittings and equipment are safe, clean, well maintained and suitable for the consumer.



## STANDARD 6

## COMPLIANT

### Feedback and complaints

#### Consumer outcome:

1. I feel safe and am encouraged and supported to give feedback and make complaints. I am engaged in processes to address my feedback and complaints, and appropriate action is taken.

#### Organisation statement:

2. The organisation regularly seeks input and feedback from consumers, carers, the workforce and others and uses the input and feedback to inform continuous improvements for individual consumers and the whole organisation.

### Assessment of Standard 6

#### Consumer outcome

Overall all consumers and representatives sampled did consider that they are encouraged and supported to give feedback and make complaints, and that appropriate action is taken.

For example:

- Consumers and representatives interviewed felt they could make complaints and felt safe to do so
- Consumers interviewed felt that changes were being made at the service in response to complaints and feedback. If they were not satisfied consumers felt that staff worked towards a resolution and they are satisfied with the outcome.

To understand the consumer's experience and how the organisation understands and applies the requirements within this Standard, the Assessment Team sampled the experience of consumers – asking them about how they raise complaints and the organisation's response. The team also examined the complaints register, complaints trend analysis and tested staff understanding and application of the requirements under this Standard.

- Information on how to raise a complaint and the process then followed was on display around the service for consumers and their visitors to view. Feedback

**Feedback and complaints**

forms, complaints information and confidential 'letterboxes' were accessible around the service

- The service has electronic systems, documented procedures and staff training to support the management of complaints, including an open disclosure policy. Complaints and feedback are recorded centrally, analysed and reported on to identify improvements and satisfactory resolutions.

The Quality Standard is assessed as Compliant as four of the four specific requirements have been assessed as Compliant.

**Assessment of Standard 6 Requirements****Requirement 6(3)(a)****Compliant**

Consumers, their family, friends, carers and others are encouraged and supported to provide feedback and make complaints.

**Requirement 6(3)(b)****Compliant**

Consumers are made aware of and have access to advocates, language services and other methods for raising and resolving complaints.

**Requirement 6(3)(c)****Compliant**

Appropriate action is taken in response to complaints and an open disclosure process is used when things go wrong.

**Requirement 6(3)(d)****Compliant**

Feedback and complaints are reviewed and used to improve the quality of care and services.



# STANDARD 7

## Human resources

# COMPLIANT

### Consumer outcome:

1. I get quality care and services when I need them from people who are knowledgeable, capable and caring.

### Organisation statement:

2. The organisation has a workforce that is sufficient, and is skilled and qualified, to provide safe, respectful and quality care and services.

## Assessment of Standard 7

### Consumer outcome

Overall sampled consumers and representatives indicated that they get quality care and services when they need them and from people who are knowledgeable, capable and caring.

For example:

- Consumers and representatives said they find staff kind and caring. They said staff are gentle and a representative said staff are patient. Most said staff know what they are doing.
- The majority of consumers and representatives said they are attended by regular staff, have access to their call bells, they feel there are adequate staff and they receive the care they need.

To understand the consumer's experience and how the organisation understands and applies the individual requirements within this Standard, the Assessment Team spoke with consumers about their experience of the staff, interviewed staff, and reviewed a range of records including staff rosters, training records and performance reviews.

- Interactions between consumers, representatives and staff were observed to be kind, caring and respectful. A range of staff speak other languages. All shifts are allocated with regular staff available to fill shifts and all shifts are replaced

- The workforce is recruited to specific roles requiring qualification, credentialing or competency with orientation of new staff provided. Staff are trained and equipped to undertake their roles and supported to deliver outcomes for consumers. Performance appraisals occur as scheduled and as part of probation monitoring.

The Quality Standard is assessed as Compliant/ as five of the five specific requirements have been assessed as Compliant.

**Assessment of Standard 7 Requirements**

**Requirement 7(3)(a)**

**Compliant**

The workforce is planned to enable, and the number and mix of members of the workforce deployed enables, the delivery and management of safe and quality care and services.

**Requirement 7(3)(b)**

**Compliant**

Workforce interactions with consumers are kind, caring and respectful of each consumer's identity, culture and diversity.

**Requirement 7(3)(c)**

**Compliant**

The workforce is competent and the members of the workforce have the qualifications and knowledge to effectively perform their roles.

**Requirement 7(3)(d)**

**Compliant**

The workforce is recruited, trained, equipped and supported to deliver the outcomes required by these standards.

**Requirement 7(3)(e)**

**Compliant**

Regular assessment, monitoring and review of the performance of each member of the workforce is undertaken.



## STANDARD 8

## COMPLIANT

### Organisational governance

#### Consumer outcome:

1. I am confident the organisation is well run. I can partner in improving the delivery of care and services.

#### Organisation statement:

2. The organisation's governing body is accountable for the delivery of safe and quality care and services.

### Assessment of Standard 8

#### Consumer outcome

Overall consumers and representatives sampled indicated the organisation is well run and that they can partner in improving the delivery of care and services.

For example:

- Consumer interviewed agreed the service is well run, are offered to participate in staff recruitment interviews, and provide feedback through a number of mechanisms.

To understand how the organisation understands and applies the requirements within this Standard, the Assessment Team spoke with management and staff and reviewed relevant systems and processes relating to the organisational governance underpinning the delivery of care and services (as assessed through other Standards).

- There are effective clinical governance processes in place
- Meetings occur with various stakeholders and information is considered in relation to clinical governance, antimicrobial stewardship and the use of restraint. Incident reporting includes the monitoring high impact or high prevalence risks
- Mandatory reporting occurs as required and management understands requirements and obligations.

- The organisation ensures the recruitment of appropriate levels and skill of staff to meet service and care needs. Oversight of the complaint management process includes trending and identification of opportunities for improvement.

The Quality Standard is assessed as Compliant as five of the five specific requirements have been assessed as Compliant.

### Assessment of Standard 8 Requirements

#### Requirement 8(3)(a)

**Compliant**

Consumers are engaged in the development, delivery and evaluation of care and services and are supported in that engagement.

#### Requirement 8(3)(b)

**Compliant**

The organisation's governing body promotes a culture of safe, inclusive and quality care and services and is accountable for their delivery.

#### Requirement 8(3)(c)

**Compliant**

Effective organisation wide governance systems relating to the following:

- (i) information management;
- (ii) continuous improvement;
- (iii) financial governance;
- (iv) workforce governance, including the assignment of clear responsibilities and accountabilities;
- (v) regulatory compliance;
- (vi) feedback and complaints.

#### Requirement 8(3)(d)

**Compliant**

Effective risk management systems and practices, including but not limited to the following:

- (i) managing high impact or high prevalence risks associated with the care of consumers;
- (ii) identifying and responding to abuse and neglect of consumers;
- (iii) supporting consumers to live the best life they can.

#### Requirement 8(3)(e)

**Compliant**

Where clinical care is provided—a clinical governance framework, including but not limited to the following:

# STANDARD 8

## Organisational governance

COMPLIANT

- (i) antimicrobial stewardship;
- (ii) minimising the use of restraint;
- (iii) open disclosure.



## **Areas for improvement**

There are no specific areas identified in which improvements must be made to ensure compliance with the Quality Standards. The provider is, however, required to actively pursue continuous improvement in order to remain compliant with the Quality Standards.