

Community Health Services Limited

Hollins Park

Inspection report

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Outstanding 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

About the service

Hollins Park is a residential care home providing personal and nursing care for 41 people at the time of the inspection in one adapted building. The service can support up to 49 people.

People's experience of using this service and what we found:

The service went above and beyond to ensure people, relatives and associated professionals were at the heart of assessment, care planning and care delivery. People received exceptionally effective care and support from a highly skilled staff team. Outcomes were outstanding, including where previous placements had left people and their relatives in crisis.

Without exception, external professionals were extremely complimentary about the effective relationships they had with the service and about the high-quality, effective care delivered. People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice.

Staff, relatives and people told us unanimously and with genuine passion about the Hollins Park 'family' and the strong relationships built between people, staff and relatives.. Without exception we were told, and observed, that people were treated with the utmost dignity and respect. Families felt their relatives were receiving outstanding care.

People had access to an exceptional range of bespoke activities which enabled them to live fulfilled and active lives. There were numerous examples of staff's endeavour to provide meaningful experiences and lasting happy memories. The provider had invested in an interactive projection system known within the home as 'the magic table' which had proved extremely beneficial both in terms of well-being outcomes and engagement during family visits.

The manager was proactive in ensuring they had a visible presence within the home and operated an open-door policy ensuring that any low-level concerns were dealt with promptly preventing escalation.

The service was exceptionally well-led by a management team whose determination and drive was to deliver an outstanding service, leading by example and fully establish the Hollins Park family shone through. The whole home approach was evident and enabled staff to develop skills transferrable to other roles/duties within the service, a clear sense of teamwork and an 'everyone matters' outlook. The provider had excellent systems in place to monitor and improve the quality of the service including high quality communications sharing good practice and achievement across the organisation.

People received a service that was safe, were protected from abuse and avoidable harm. Staff received training and were confident about raising concerns if needed. Accidents and incidents were recorded with managerial oversight to identify any emerging patterns to prevent recurrence. People were supported by a

sufficient, dedicated and consistent staff team who knew them well. Medicines were managed and administered safely. Measures were in place to prevent and control the spread of infection.

For more details, please see the full report which is on the CQC website at www.cqc.org.uk

Rating at last inspection:

The last rating for this service was good (published 9 December 2016).

Why we inspected

This was a planned inspection based on the previous rating.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

The service was good.

Details are in our Safe section findings below.

Good 

Is the service effective?

The service was exceptionally effective.

Details are in our Effective findings below.

Outstanding 

Is the service caring?

The service was exceptionally caring.

Details are in our Caring findings below.

Outstanding 

Is the service responsive?

The service was exceptionally responsive.

Details are in our Responsive findings below.

Outstanding 

Is the service well-led?

The service was exceptionally well-led.

Details are in our Well-led findings below.

Outstanding 

Hollins Park

Detailed findings

Background to this inspection

The inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 (the Act) as part of our regulatory functions. This inspection was planned to check whether the provider was meeting the legal requirements and regulations associated with the Act, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

Inspection team

The inspection was carried out by an inspector, a specialist advisor and two Experts by Experience. An Expert by Experience is a person who has personal experience of using or caring for someone who uses this type of care service. The specialist advisor was a nurse.

Service and service type

Hollins Park is a care home. People in care homes receive accommodation and nursing or personal care. CQC regulates both the premises and care provided, and both were looked at during the inspection.

The service had a manager registered with the Care Quality Commission. This means that they and the provider are legally responsible for how the service is run and for the quality and safety of the care provided.

Notice of inspection

The inspection was unannounced.

What we did before the inspection

We sought feedback from the local authority and looked at the latest Healthwatch report. Healthwatch is an independent consumer champion that gathers and represents the views of the public about health and social care services in England. We also reviewed information we held about the service and reviewed notifications about important events which the provider is required to tell us about by law.

We used the information the provider sent us in the provider information return. This is information providers are required to send us with key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections. We used all of this

information to plan our inspection.

During the inspection

We spoke with regional director, operational support manager, registered, manager, deputy manager and 11 members of staff. We also spoke with eight people who lived at Hollins Park, nine visiting relatives and two visiting professionals.

We carried out observations at various times during the inspection, including the use of the Short Observational Framework for Inspection (SOFI). SOFI is a way of observing care to help us understand the experience of people who could not give their views.

After the inspection:

We spoke over the telephone with four external professionals with experience of working with the service. The registered manager also forwarded additional information which they wanted to share with the inspector.

Is the service safe?

Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm.

At the last inspection this key question was rated as Good. At this inspection this key question has remained Good. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse

- All of the people, relatives, staff and external professionals we spoke with told us that people were safe living at Hollins Park. Their comments included; "Oh yes, I feel safe in here"; "Oh yes, it's the way the staff behave" and "Yes, they look after us. If I didn't feel safe I would speak to [Staff]".
- Staff received training about safeguarding people from abuse and whistle-blowing [reporting to external agencies] and demonstrated a clear understanding of their responsibilities in this regard.
- Staff told us they would have no hesitation in reporting incidents of abuse and knew they would be listened to. Comments included, "An individual deserves a voice, I feel confident I can be somebody's voice to protect them from any harm that could happen".

Assessing risk, safety monitoring and management; Learning lessons when things go wrong

- There was a robust system to record and review accidents and incidents. The registered manager and regional management team had oversight to ensure that actions were taken to reduce the risk of recurrence. Emerging patterns were identified, and learning captured with actions taken to continuously improve the service provided.
- Staff were pro-active in managing risks. Robust risk assessment procedures were in place with measures implemented to mitigate, which protected people from avoidable harm.

Staffing and recruitment

- People's dependency needs were assessed, and this information was used to determine staffing levels. There were sufficient staff available to meet people's needs in a timely manner.
- People and relatives told us there was enough staff, comments included, "There is always someone about" and "Yes, even at night and weekends". People told us they never felt rushed and that staff always came quickly when they need them.
- Call bells were responded to immediately and comments from people living at the service confirmed this. They said, "They always answer my call bell quickly".
- Safe recruitment procedures continued to be followed. The registered manager oversaw recruitment to ensure staff appropriate for the culture of the service were recruited.
- The registered manager continued to reduce staff turnover. The service did not require the use of agency staff as there was a sufficient and established staff group who covered absence to ensure that the people they cared for were supported by consistent staff.

Using medicines safely

- Medicines were managed and administered safely by staff who were trained and competent to do so.
- On the first day of inspection we provided feedback to the registered manager about safe storage of fluid thickening agents and medicines due for disposal. When we returned the following morning the management team had taken corrective action reminding staff of requirements.
- The registered manager was pro-active and successful in working with the GP to achieve a reduction in the use of antipsychotic medicines. This resulted in people experiencing a better quality of life.

Preventing and controlling infection

- The home was visibly clean and tidy. We observed staff undertaking cleaning duties diligently.
- Personal protective equipment [gloves and aprons], was available in plentiful supply and we observed this to be used correctly.
- There was link nurse who attended external events to keep up to date with best practice guidance and they shared their knowledge with staff.
- Staff were aware of the actions to take to prevent and control the spread of infection. However, we observed a member of staff who was not following the provider's policy. When we discussed this with the registered manager they took action to rectify, reiterated requirements to all staff, and implemented additional checks to ensure ongoing compliance.

Is the service effective?

Our findings

Effective – this means we looked for evidence that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence

At the last inspection this key question was rated as Good. At this inspection this key question has now improved to outstanding. This meant people's outcomes were consistently better than expected compared to similar services. People's feedback described it as exceptional and distinctive.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- There was a holistic approach to assessing, planning and the delivering care and treatment to people. People's needs were carefully considered in an individualised way which changed their lives. This was evidenced in outcomes for people.
- The service had achieved outstanding outcomes for people where other services, including specialist dementia care settings, had failed leaving people and families in crisis. A relative who had been in that situation told us, "When she came here to start with she was wild but now she is my lovely [Relative] again" and "I have no concerns at all, I am just so happy for her here".
- External professionals have also reinforced this view, they told us, "They just get it"; "That's the difference, they go the extra mile" and "I have never had to move a person on once they have gone to Hollins Park".
- The service rapidly developed an extremely detailed understanding of the person's life history, likes, dislikes, interests and care and support needs. Staff were matched extremely well to people enabling a swift connection and person-centred care to be delivered from the on-set.
- People's cultural beliefs were assessed to ensure that they were reflected in the care that the person received.

Staff support: induction, training, skills and experience

- There was a robust induction programme to support new staff. A new member of staff was knowledgeable and enthusiastic about their role. They told us, "I feel I know what I am doing" Everyone has been helpful."
- Staff had high-level skills and knowledge to support people living at Hollins Park. The registered manager led a 'whole-home' culture which meant staff, whatever their role, were upskilled to be able to support people effectively and their skills were transferrable to other roles.
- Staff were extremely well supported to extend their skill and development accessing additional learning and qualifications. For example, a member of staff had completed a university accredited course in dementia care. They shared their enhanced knowledge with other staff resulting in a higher level of skills and knowledge across the home.
- Professionals confirmed the exceptionally high level of skill and expertise of the staff. They told us that it was evident that training guidance was understood and implemented.
- The provider had excellent methods of communication to share important information to staff. There was an array of publications in addition to an electronic system, which provided guidance of current initiatives and helpful links for additional information and actions required.

Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live

healthier lives, access healthcare services and support

- The service had developed exceptional links with the local GP practices. People received a full review of their health every two weeks with their medicines reviewed four-weekly.
- The service worked in partnership with other agencies to ensure that best practice guidance was followed. For example, the React to Red programme for pressure ulcer prevention was overseen by the deputy manager and they shared their knowledge and provided training to other staff.
- Without exception external professionals were extremely complimentary about the effective relationships they had with the service and about the high-quality, effective care delivered. We were told that the high level of staff skill and expertise within the service meant that staff proactively implemented management strategies that they would have recommended.

Adapting service, design, decoration to meet people's needs

- The registered manager had used and enhanced the facilities available to full potential.
- A sensory garden was being created. People were involved in the design, colour choices and creation of the garden including visiting the garden centre and DIY centre to select and purchase plants and paints. People painted the garden furniture and planters and arranged the planting.
- Summerhouses had been developed into a pub, café and sweet shop in front of a lawn creating a 'village green' atmosphere. People and their relatives were seen greatly enjoying these facilities and friendly atmosphere.
- People had been involved in the selection of new wall coverings of their choice. The registered manager told us, "It does not matter if they match, it is what they have chosen that matters and that they have been involved. It's their home".

Supporting people to eat and drink enough to maintain a balanced diet

- The lunchtime experience was a calm, enjoyable and inclusive experience. Staff were extremely attentive and supportive throughout. Support was offered in a gentle, discreet and effective manner with clear emphasis on meeting everyone's nutritional needs and creating a social and enjoyable experience.
- People clearly enjoyed their meals and ate well. Our observations and comments received were extremely positive. We were told, "The food is good in here and it's varied. There is a choice, we have a menu" and "I enjoyed my lunch, I always do."
- 'Petite' portions were available for smaller appetites, containing the same calorific content as larger portions to reduce the risk of unintentional weight loss.
- Staff received specific training around how to serve the food in a dignified and appetising manner. Pureed food was formed to resemble the original items and crockery to support those living with dementia was used.

Ensuring consent to care and treatment in line with law and guidance

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible. People can only be deprived of their liberty to receive care and treatment with appropriate legal authority. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS).

We checked whether the service was working within the principles of the MCA, and whether any conditions on authorisations to deprive a person of their liberty had the appropriate legal authority and were being met.

- People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice.
- Staff explained what they were doing before carrying out care interventions and sought people's permission. We observed this happening throughout our observations during the inspection.

Is the service caring?

Our findings

Caring – this means we looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect.

At the last inspection this key question was rated as Good. At this inspection this key question has now improved to Outstanding. This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

Ensuring people are well treated and supported; respecting equality and diversity

- People were cared for by staff who treated them exceptionally well Throughout the inspection we observed staff were attentive and provided care and support in an extremely caring and discreet way. Relatives told us unanimously how they felt their loved one was receiving outstanding care. They said, "They are spot on, kind and compassionate,"; "Very kind and courteous" and "All staff are like minded, without exception."
- Positive feedback and expressions of thanks were regularly received from relatives. For example; "Without exception every single one of them [Staff] carry out their care for the residents with great professionalism, they have such a wonderful way with all the residents and their families. They treat everyone with empathy, compassion, love and dignity only displayed by true angels.
- Hollins Park had developed exceptional links to ensure people living there were a valued part of the local community. This was evident in well attended events such as an open day inviting the community to join in an arts-inspired event and share the unveiling of the new sensory garden and local families were invited to an Easter egg hunt.
- People were regularly out and about at local cafes, pubs and facilities meaning they became well known, valued and accepted members of the wider community. There were links with local nursery schools and pupils from the local high school had recently been invited to come to the home to discuss what it is like to work and live at Hollins Park.
- People and relatives told us that they felt listened to by all the staff and that staff acted upon what they said. For example, when people made suggestions for events or decisions about the home. Comments included, "Yes very much so, yes they talk to me and we have a laugh – they are very kind quite frankly I am [age], I expect to be treated with kindness".

Respecting and promoting people's privacy, dignity and independence

- People were supported to be as independent as they could be. They told us, "They help me when need be, I am very independent" and "The manager explained this was the intention". A staff member explained, "We do things in steps, helping the residents to be independent by understanding the different abilities, to help them stay as independent as they can for as long as they can."
- Staff went the extra mile for people they supported. When a person who had been a keen cyclist was asking for their bike, staff contacted a charity which had a cycle suitable for people living with dementia. This had an extremely positive impact on the person's wellbeing.
- People with protected characteristics, as defined in the Equality Act, were exceptionally well supported. Embracing equality and diversity was embedded in the approach of both the provider and within the home.

The provider promoted their own LGBT+ network which supported people and staff's rights and participation in events and celebrations. Equal respect for all was evident throughout the service and at provider level with people's lifestyle choices both respected and celebrated.

- When a staff member with a disability was discriminated against in a training session, their colleagues took action so that the inappropriate behaviour was dealt with and the staff member was supported.
- People, relatives and staff views were sought about what equality and diversity meant to them and this information was used to develop displays clearly informing of the home's values.

Supporting people to express their views and be involved in making decisions about their care

- Staff used creative ways to gather information from people who otherwise would have had limited input. For example, to learn about people's values and interests time was spent with each person using word and picture cards.
- People's views were sought about the things they would like to do and of decisions about the home. People were involved in the interview process when new staff were recruited, decisions about the environment and additions to the home.
- When asked about things they would like for the home, people with a background in farming had asked for chickens. Visitors and staff helped to source a coop and chickens which are now a well-loved part of the Hollins Park family. The visitors give ongoing guidance and people are involving in feeding and caring for the chickens.
- People and relatives were provided with access to an excellent range of informative leaflets and guidance which helped them make informed decisions.
- Staff promoted the use of advocacy services. An advocate is a person who supports people who do not have family or friends to help them make decisions to ensure their rights are protected. One person told us "Advocates came to sort out my power of attorney, they helped me sort out both personal and financial matters".

Is the service responsive?

Our findings

Responsive – this means we looked for evidence that the service met people's needs.

At the last inspection this key question was rated as Good. At this inspection this key question has now improved to Outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

End of life care and support

- Hollins Park offered exceptional, bespoke care and support for people at end stage of life and to their families. The service achieved accredited status of the Gold Standard Framework which is framework for improving standards in this area of care. People's future wishes were fully discussed and clearly documented within their care plans.
- Staff designated as 'comfort companions' were allocated over and above the usual staffing numbers to support people at this time of life ensuring that they were never left alone and received the best possible care.
- A relative of a person described the care as "outstanding" and "we could not ask for more".
- There was a bereavement support system in place. A booklet was produced detailing what to expect in the last days of life. It noted 'People are unique and each of us live and die in our own way'. We saw that this principle was at the heart of end of life care delivery. A relative told us, "I thank God he was able to spend the last days of his life happy and so well cared for".
- The service worked alongside the End of Life Partnership team, attending communication workshops and training to ensure that the best possible level of palliative care was provided.

Planning personalised care to meet people's needs, preferences, interests and give them choice and control; Supporting people to develop and maintain relationships to avoid social isolation; support to follow interests and to take part in activities that are socially and culturally relevant to them

- Hollins Park provided an exceptional range of activities enabling people to live fulfilled lives.
- A wishing tree displayed people's wishes with an emphasis on making them come true. We saw examples where people had fulfilled their wishes. These included; Blackpool at Hollins Park, band practice, cheese and wine, 50s and 80's parties and a village fete.
- An activity level assessment tool was used to determine people's ability and activity requirements both for care and social needs. A detailed action plan identified how to help the person with their activities.
- Staff went above and beyond to ensure people led fulfilled lives. Arrangements were being made for a person with a police background to meet serving officers and once again sit in a police car. Another person was supported to attend 'Truck Fest' after expressing a wish to see the trucks that they used to drive and meet up with past work colleagues.
- Pet-therapy was a key part of promoting people's well-being. The home had a dog which was clearly well-loved by everyone, a staff member brought their horses to Hollins Park and several people had visited stables including watching a dressage event.
- People had use of a 'magic table,' a projection system which displayed interactive games and images. We heard examples where this families had stayed longer with their relative because of how it positively

impacted on their relative's wellbeing. Analysis following the use of the table evidenced positive impact for people. For example, it showed that a person usually withdrawn and restless, walking around the home had engaged throughout the session and was noticeably more relaxed.

- Staff actively engaged people throughout the inspection. There was a daily newspaper type leaflet called the 'Daily Sparkle' which included information about life and what happened on this day in years gone by, games and prompts for meaningful conversations with people.
- Namaste care was delivered, which is a holistic approach particularly for people living with late stage dementia. People were supported on an individual basis with sensory based activities and records seen evidenced effectiveness.
- Care planning was exceptionally person-centred. A relative told us, "No day is the same for [Name] and they take each day as it comes"; whilst another told us how pleased they were that their relative was able to have choices, they said, "That's what impresses me, he decides" and another relative said, "At no point have we ever looked back and thought we could do better for him. He's never been more comfortable than here, they have made the biggest difference to [Relative] you can imagine".

Improving care quality in response to complaints or concerns; Meeting people's communication needs

- The registered manager was pro-active in ensuring they were visible within the home and operated an open-door policy. They ensured that any low-level concerns were dealt with promptly preventing escalation and led a clear culture of learning.
- People told us, "I have no complaints. They all do a good job" and "I have no complaints the Manager could not be more helpful".
- Quality surveys were carried out with the 2019 questionnaires due to be issued shortly. The 2018 survey achieved a 92% satisfaction rating and highest in the provider's north west region. Results were displayed on a 'You said, we did' basis so that people and relatives could see they had been listened to.

Since 2016 onwards all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard (AIS). The standard was introduced to make sure people are given information in a way they can understand. The standard applies to all people with a disability, impairment or sensory loss and in some circumstances to their carers.

- People's communication needs were fully considered during the initial assessment and as part of the ongoing care planning process so that information was given in line with their needs. For example, using pictorial format and offering visual choices. For a person for whom English was not their first language access to a translator was sourced.

Is the service well-led?

Our findings

Well-Led – this means we looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture.

At the last inspection this key question was rated as Good. At this inspection this key question has now improved to Outstanding. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements; How the provider understands and acts on the duty of candour, which is their legal responsibility to be open and honest with people when something goes wrong

- The service was exceptionally well-led by a management team whose determination and drive to deliver an outstanding service, leading by example and fully establishing the Hollins Park family shone through.
- Without exception feedback about the registered manager was extremely positive. Staff comments included "[Name] is unbelievable, she is so responsive with relatives, her door is always open" and "She is very, very good at what she does".
- There was an extremely stable and consistent staff team who were highly skilled and motivated. They were not only clear about their own specific roles, but also upskilled to be able to step into other roles as and when needed. The 'whole home' approach was fully embraced by the manager and staff and this supported the exceptionally high level of care delivered.
- The registered manager, staff and the home had been nominated for and received an array of awards. For example, a relative had nominated a member of staff for outstanding dementia care and they had also won the Eastern Cheshire Carer of the Year award. The registered manager had won national awards both within the provider and external organisations. These included; High Commendation for Recognising Excellence, Best Dementia Nurse 2017, Nurse of the year 2019 and was North West Region winner of the Great British Care awards for huge and continuous improvement. In 2018, Hollins Park was shortlisted to the top three homes in a national nursing home of the year competition and had recently won Home of the Year from the provider's 126 locations.
- There was a robust and extensive quality assurance system in place to monitor and improve the quality of the service. This included detailed audits carried out by the registered manager, staff and the provider. Action plans were drawn up which clearly identified any issues highlighted, timeframe for completion and person responsible. We saw that actions identified had been carried out.
- The registered manager was clear about the legal responsibilities in line with their registration with the CQC. They were open and transparent when accidents/incidents occurred.

Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people; Continuous learning and improving care;

- Without exception feedback we received from was extremely positive, expressing high-level confidence in management, leadership and care delivery.
- The provider and registered manager promoted an inclusive, value based and positive culture. They were committed to developing and valuing staff with several reward-based initiatives. For example, the 'Gem

Scheme', which provided opportunity for staff, people and relatives to nominate a staff member who had gone above and beyond or done something exceptionally well. The registered manager got to know staff as individuals and this meant that the reward scheme was personalised and meaningful. Staff were encouraged to make suggestions and were listened to.

- We were told repeatedly about how people had been in significant distress and crisis before moving to Hollins Park and how the skills, expertise and compassion shown had transformed their lives.
- A family member who had been overseas when faced with the situation of finding an alternative placement told us that the registered manager had contacted him providing reassurance that they would be able to care for [Relative] at Hollins Park. They said, "To be able to do that whilst I was out of the country was amazing. I was totally confident, [Name] was so good because it was such a whirl, she spoke so caringly and professionally. A remarkable lady, as are all the staff. I knew this was the right place".
- Staff spoke with genuine pride and passion about the care they provided, one staff member said, "We are proud of how amazing we are". Their high-level skills and dedication to provide exceptional care and support people to live fulfilled and active lives was evident throughout all our conversations.
- The provider's vision was to fulfil lives, and staff were regularly reminded that 'Every one of us makes a difference and that caring, passionate teamwork underpins everything they do'. The manager and staff went above and beyond to achieve this vision and, without exception we saw this demonstrated by every staff member we spoke with.
- The provider regularly communicated with staff during visits by the regional team and in several publications, which provided support and guidance. We reviewed a sample and saw that staff and services' success was celebrated in the Fulfilling Lives magazine and the Meaningful Lifestyles magazine provided guidance in developing connections with the local community, everyone can be active and how to take positive risks. This shared good practice across all of their services, sharing good ideas, celebrating success and promoting the positive culture.

Engaging and involving people using the service, the public and staff, fully considering their equality characteristics; Working in partnership with others

- The registered manager had developed exceptional links with external agencies ensuring successful partnership working and actively supporting staff to attend additional training. For example, sessions delivered by the local authority safeguarding team, Speech and Language Therapy team, and Tissue Viability team.
- Quality surveys were distributed to people, their relatives and visiting professionals. Results were displayed in 'And feedback received was extremely positive. for example, 'Everything they do is with enthusiasm and care' and "Know the residents well so all the information I need is available either on care plan or from staff.'